

Fiscal Year 2015 Recommended Budget



Submitted by
Jeffrey V. Smith, County Executive

Prepared by the County Executive's
Office of Budget and Analysis
Leslie Crowell, Deputy County Executive

Mary Stephens
Budget Director

Sandi Eovino
Budget Operations Manager
Board of Supervisors
Appropriations for Contingencies
Special Programs and Reserves

Fran A. Palacio, Principal
Budget Development Lead – Public Budget
Formulation (PBF) Forms/Reports
Finance Agency
Office of the County Executive

Jena Trinh, Principal
Budget Development Lead – Personnel
Expenditure Projections (PEP)
Employee Services Agency
County Library

Landee Lopez
Budget Publishing
Behavioral Health Services
Community Health Services
County Executive's Learning
Organization Initiative

Tony Filice
Office of the Sheriff
Department of Correction
Medical Examiner-Coroner
Custody Health Services
Public Safety & Justice Committee Lead
Five Year Capital Improvement Plan
Capital Budget/Space Committee

Traci Hess
Budget Publishing
Probation Department
Public Defender
Department of Child Support Services
Office of the Assessor
Criminal Justice System-Wide Costs
Public Safety Realignment (AB 109)

Mercedes Garcia
Agenda Review Administration
District Attorney
Clerk of the Board
County Communications
County Counsel

Debbie Dills-Thompson
Facilities & Fleet Department
Department of Parks and Recreation
Fire Districts
Registrar of Voters
County Executive's Learning
Organization Initiative
Finance & Govt Operations
Committee Lead

Liz Maldonado
Valley Medical Center
Valley Health Plan
SB 12 & Children's Health Initiative
Health & Hospital Committee Lead
1991 Realignment Coordinator
Pretrial Services

Mike Kornder
Countywide Contract Administration
Information Services Department
Procurement Department
Roads & Airports Department
OBA Website Maintenance

Christian Sanchez
Social Services Agency
In-Home Supportive Services
2011 Realignment Coordinator
Children, Seniors, & Families
Committee Lead

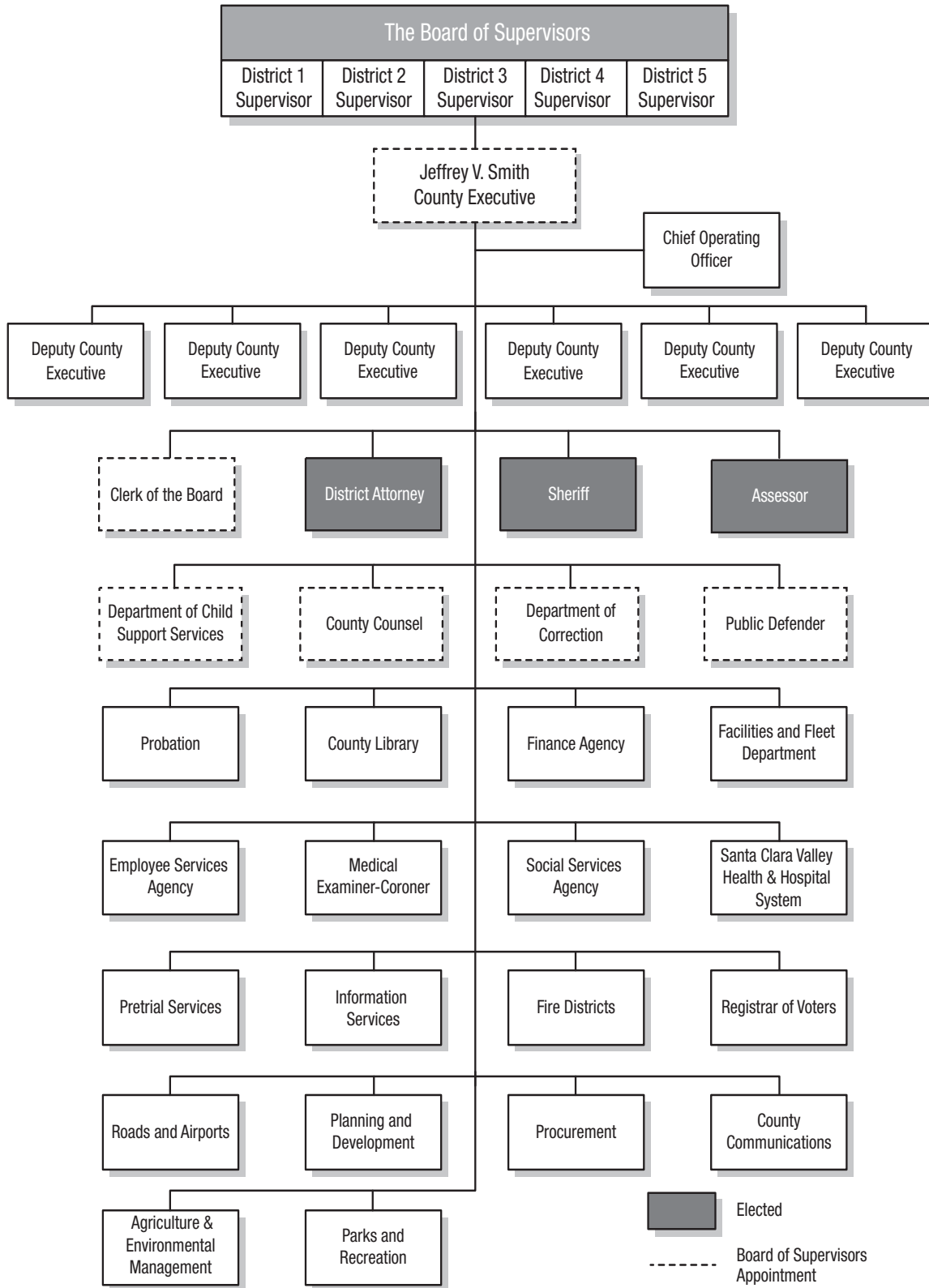
Erica Kelly
Agenda Review Administration Backup
Public Health
Agriculture & Environmental Management
Planning & Development
Housing, Land Use, Environment &
Transportation Committee Lead

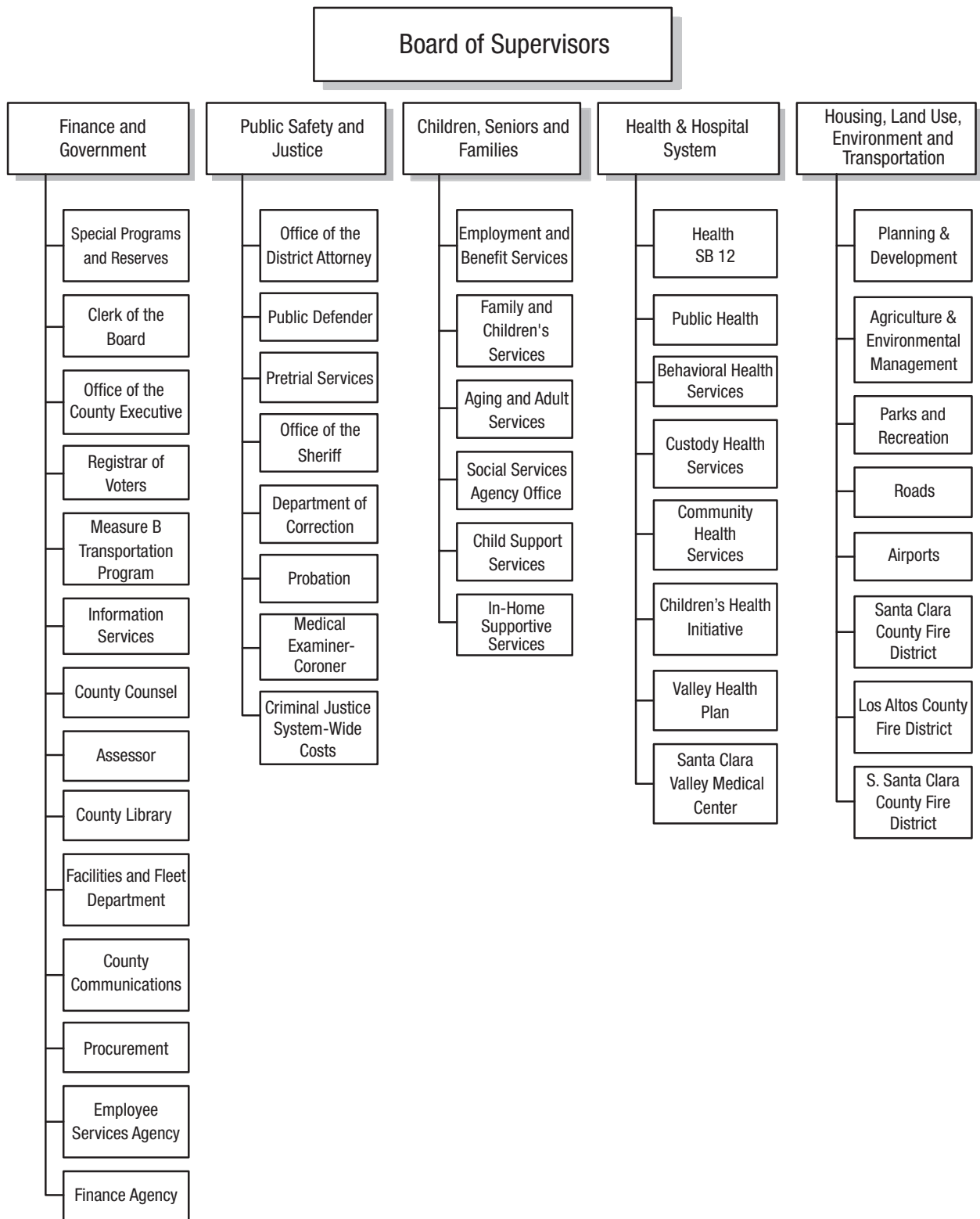
Special Thanks to:
Donna Caldwell, Caldwell Communication
Claudia Chan
Tony Luca, Finite Matters Ltd.
Gary Roby, Printing Services
Controller-ASAP Team Members
David Indra
Alex Auer Jennet Chan
Nu Dang Ron Leong
Jennifer Lu Lourdes del Rosario
Tarique Shafaeen Anthony Tran

Printed by Printing Services



COUNTY OF SANTA CLARA ORGANIZATION CHART





**Go to: <http://www.sccgov.org/sites/scc/countygovernment/Pages/Budget-and-Finance.aspx> to find the
FY 2015 Recommended Budget online**



Contents

FY 2015 County Executive's Budget Message	page 1	Board of Supervisors	page 82
Measure A Sales Tax Summary	page 12	Mission	page 83
The County as a Learning Organization	page 15	Goals	page 83
Center for Leadership and Transformation		Description of Major Services	page 83
Team Status Overview	page 18	County Executive's Recommendation	page 84
Public Safety Realignment Program (AB 109) & Reentry Services	page 39	Clerk of the Board	page 90
Current and Emerging Issues:	page 40	Public Purpose	page 91
Summary of Departmental Ongoing Allocations for FY 2015 Base and Recommended	page 41	Description of Major Services	page 91
One-time General Fund Resources and Recommended Allocations	page 42	County Executive's Recommendation	page 92
General Fund Financial Outlook	page 44	Office of the County Executive	page 98
All Fund and General Fund Summaries	page 50	Public Purpose	page 99
All Fund Resources	page 52	Description of Major Services	page 99
All Fund Expenditures	page 53	Current and Emerging Issues	page 101
General Fund Resources	page 56	County Executive's Recommendation	page 102
General Fund Expenditures	page 57	Office of the Assessor	page 114
Historical Fund Balance Allocations for the General Fund	page 58	Public Purpose	page 115
General Fund Discretionary Revenue	page 58	Description of Major Services	page 119
Use of Discretionary Revenue and Fund Balance	page 59	County Executive's Recommendation	page 121
Board Committee Structure	page 61	Measure B Transportation Improvement Program	page 129
FY 2015 Funding Status of Budget Inventory Items Approved in FY 2014	page 63	Overview	page 129
		Description of Major Services	page 129
		County Executive's Recommendation	page 129
		Procurement Department	page 133
		Public Purpose	page 134
		Description of Major Services	page 134
		County Executive's Recommendation	page 137
		Office of the County Counsel	page 144
		Public Purpose	page 145
		Description of Major Services	page 145
		Current and Emerging Issues	page 147
		County Executive's Recommendation	page 148
		Registrar of Voters	page 153
		Public Purpose	page 154
		Description of Major Services	page 154
		County Executive's Recommendation	page 156
		Information Services Department	page 162
		Public Purpose	page 163
		Description of Major Services	page 163
		Current and Emerging Issues	page 165
		County Executive's Recommendation	page 167
Section 1: Finance and Government			
Finance and Government Operations	page 68		
Mission	page 68		
Special Programs and Reserves	page 73		
Overview	page 73		
Description of Major Services	page 73		
County Executive's Recommendation	page 76		
Appropriations for Contingencies	page 80		
Overview	page 80		
County Executive's Recommendation	page 80		



County Communications	page 182	Office of the Public Defender	page 317
Public Purpose	page 183	Public Purpose	page 318
Description of Major Services	page 183	Description of Major Services	page 318
County Executive's Recommendation	page 184	Current and Emerging Issues	page 321
Facilities and Fleet Department	page 188	County Executive's Recommendation	page 321
Public Purpose	page 189	Office of Pretrial Services	page 326
Description of Major Services	page 189	Public Purpose	page 327
Current and Emerging Issues	page 190	Description of Major Services	page 327
County Executive's Recommendation	page 192	Current and Emerging Issues	page 328
Fiscal Year 2015 Capital Budget	page 195	County Executive's Recommendation	page 328
County Executive's Recommendation	page 195	Criminal Justice System-Wide Costs	page 331
County Library District	page 207	Overview	page 331
Public Purpose	page 208	County Executive's Recommendation	page 332
Description of Major Services	page 208	Office of the Sheriff	page 335
Current and Emerging Issues	page 209	Public Purpose	page 336
County Executive's Recommendation	page 210	Description of Major Services	page 336
Employee Services Agency	page 219	County Executive's Recommendation	page 339
Public Purpose	page 220	Department of Correction	page 345
Description of Major Services	page 220	Public Purpose	page 346
Current and Emerging Issues	page 223	Description of Major Services	page 346
County Executive's Recommendation	page 225	County Executive's Recommendation	page 349
Controller-Treasurer Department	page 243	Probation Department	page 365
Public Purpose	page 244	Public Purpose	page 366
Description of Major Services	page 244	Description of Major Services	page 366
County Executive's Recommendation	page 247	Current and Emerging Issues	page 370
Tax Collector's Office	page 267	County Executive's Recommendation	page 370
Public Purpose	page 268	Medical Examiner-Coroner	page 381
Description of Major Services	page 268	Public Purpose	page 382
County Executive's Recommendation	page 270	Description of Major Services	page 382
County Clerk-Recorder's Office	page 276	County Executive's Recommendation	page 382
Public Purpose	page 277	<hr/>	
Description of Major Services	page 277	Section 3: Children, Seniors, and Families	
Current and Emerging Issues	page 278	Children, Seniors and Families	page 386
County Executive's Recommendation	page 279	Mission	page 386
Department of Revenue	page 286	Department of Child Support Services	page 389
Public Purpose	page 287	Public Purpose	page 390
Description of Major Services	page 287	Description of Major Services	page 390
County Executive's Recommendation	page 290	Current and Emerging Issues	page 391
<hr/>		County Executive's Recommendation	page 392
Section 2: Public Safety and Justice		In-Home Supportive Services	
Public Safety and Justice	page 294	Program Costs	page 397
Mission	page 294	Description of Major Services	page 398
Office of the District Attorney	page 297	Current and Emerging Issues	page 399
Public Purpose	page 298	County Executive's Recommendation	page 400
Description of Major Services	page 298		
County Executive's Recommendation	page 304		

Agency Office — Social Services

Agencypage 404
 Public Purposepage 405
 Description of Major Servicespage 405
 County Executive’s Recommendationpage 409

Department of Family and Children’s

Services — Social Services Agencypage 417
 Public Purposepage 418
 Description of Major Servicespage 418
 Current and Emerging Issuespage 423
 County Executive’s Recommendationpage 425

Department of Employment and Benefit

Services — Social Services Agencypage 432
 Public Purposepage 433
 Description of Major Servicespage 433
 Current and Emerging Issuespage 436
 County Executive’s Recommendationpage 437

Department of Aging and Adult

Services— Social Services Agencypage 443
 Public Purposepage 444
 Description of Major Servicespage 444
 Current and Emerging Issuespage 446
 County Executive’s Recommendationpage 447

Section 4: Santa Clara Valley Health & Hospital System

Santa Clara Valley Health &Hospital Systempage 454

Santa Clara Valley Health & Hospital Systempage 455

Health SB 12page 458
 Overviewpage 458

Public Health Departmentpage 460
 Public Purposepage 461
 Description of Major Servicespage 461
 Current and Emerging Issuespage 463
 County Executive’s Recommendationpage 464

Behavioral Health Servicespage 476
 Public Purposepage 477
 Description of Major Servicespage 477
 Current and Emerging Issuespage 482
 County Executive’s Recommendationpage 485

Custody Health Servicespage 520
 Public Purposepage 521
 Description of Major Servicespage 521
 County Executive’s Recommendationpage 522

Community Health Servicespage 530
 Public Purposepage 531
 Description of Major Servicespage 531
 Current and Emerging Issuespage 532
 County Executive’s Recommendationpage 533

Children’s Health Initiativepage 539
 Overviewpage 539

Valley Health Planpage 542
 Public Purposepage 543
 Description of Major Servicespage 543
 Current and Emerging Issuespage 544
 County Executive’s Recommendationpage 544

Santa Clara Valley Medical Centerpage 549
 Public Purposepage 550
 Description of Major Servicespage 550
 County Executive’s Recommendationpage 552

Section 5: Housing, Land Use, Environment & Transportation

Housing, Land Use, Environment & Transportationpage 570

Department of Planning and Developmentpage 574
 Public Purposepage 575
 Description of Major Servicespage 575
 County Executive’s Recommendationpage 579

Department of Parks and Recreationpage 584
 Public Purposepage 585
 Description of Major Servicespage 585

Agriculture and Environmental Managementpage 603
 Public Purposepage 604
 Description of Major Servicespage 604
 County Executive’s Recommendationpage 609

Roads Departmentpage 625
 Public Purposepage 626
 Description of Major Servicespage 626
 County Executive’s Recommendationpage 627



Airports Departmentpage 636
Public Purpose.....page 637
Description of Major Servicespage 637
County Executive’s Recommendation.....page 638

County Fire Districtspage 641
Public Purpose.....page 641
Description of Major Servicespage 641
County Executive’s Recommendation.....page 643

Section 6: Restricted Funds

Restricted Fundspage 654
Overviewpage 654

Budget User’s Guidepage 659
Fiscal Year 2015 Budget Timelinepage 659
Santa Clara County Budget Cycle.....page 661
Glossarypage 663

Budgeted Resources for Extra Helppage 668

General-Funded Community-Based Organizationspage 670

Position Detail by Cost Centerpage 675



FY 2015 County Executive's Budget Message

May 1, 2014



To: Board of Supervisors

From: Jeffrey V. Smith
County Executive

Subject: FY 2015 Recommended Budget

With major policy initiatives and changes at the State and Federal level, FY 2015 will be a very uncertain and complex year for the County. This is a familiar theme but, unlike recent years, the uncertainty and complexity of actions at the State and Federal level hold the potential to produce positive outcomes for the County, not just negative ones. Ultimately all budgets are built on projections, but uncertainty and unpredictability make it difficult to project our future fiscal condition.

An improving economy appears to offer hope for many, but also threatens an increasingly wide divide between the “haves” and the “have nots” in Silicon Valley. Rising real estate prices promise increased property tax revenue, but a lack of inventory coupled with escalating rental prices leaves many in our community struggling to find affordable housing. The unemployment rate is decreasing, but the focus of improvement appears to be in the technology sector, leaving many still

looking for meaningful employment and raising the specter of another dot-com bubble in our future.

Significant policy changes offer the same mix of promise and peril.

Affordable Care Act (ACA): The impact of healthcare reform for Santa Clara County is still unclear. Although the new program will clearly provide important service to beneficiaries, the costs and responsibilities for public health systems are difficult to predict. Fundamentally, the ACA is designed to push the financial risk of health care down from the Federal level to the local level. The concept of the new program is for the Federal government to trade “local control” of services for national financial savings. Analogous to California realignment initiatives, local agencies and health care providers will be paid for outcomes, not procedures.

Although there continues to be great hope that the ACA will be a positive development for the safety net, the State of California has taken the position that new Federal resources should replace, not augment, efforts to provide care to the medically indigent of the state. This policy position led to AB 85, requiring that a portion of the realignment funding provided to counties in 1991 for indigent care be returned to the State instead of remaining with counties. In Santa Clara County this loss of revenue is over \$38 million annually. While we assume increased Medi-Cal collections under the new reimbursement formula, until we learn through experience how much additional Medi-Cal revenue Santa Clara Valley Medical Center (SCVMC) will collect, we cannot really be sure what the net impact of the ACA will be in Santa Clara County.

AB 109 Public Safety Realignment: Santa Clara County has embraced this iteration of State realignment and has developed a model program for addressing the needs of individuals being released from correc-

tional institutions. In FY 2014, the State provided adequate funds to allow us to “ramp up” our programs to create the necessary capacity to provide a service delivery plan that balances public safety and client services. For FY 2015, the Governor’s budget reduces funding for criminal justice realignment by 7%, forcing us to re-evaluate the programs we are providing, and creating uncertainty regarding our ability to fund a program that can be successful in reducing recidivism.

Redevelopment Dissolution: When the State decided to dissolve redevelopment agencies, Santa Clara County took the position that we would follow the new legal requirements assiduously. When the original redevelopment law was written in 1945 it was based on the belief that brick and mortar projects would create economic growth. Because the law was written well before Proposition 13, the tax increment that was taken from schools and local governments by the new agencies could be replaced with new tax revenue. After Proposition 13 the redevelopment law simply diverted tax revenue away from safety net services and education and into building projects that did not necessarily stimulate the economy.

Santa Clara County has long believed that safety net services should not be sacrificed for building projects. Thus we believe that the dissolution of redevelopment agencies is correct and prudent public policy. However, most cities within Santa Clara County which previously had redevelopment agencies, predictably, did not share that belief. The resulting conflict between some cities and the County is surpassed only by the uncertainty regarding how and when these resources will be available to support critical County services. The value of former redevelopment funds could be significant, but we do not yet know whether they will come in one-time windfalls or incremental ongoing amounts. When the funds are received they will impact our budget and present challenging policy choices.

These policy changes potentially represent large swings in the resources available to the County now and in the future. Unlike recent years when almost all uncertainty was linked to dwindling resources, the difficulty that we face now is the increasing complexity of these new program areas. That complexity could result in either positive or negative outcomes. Small changes in budgetary projections may result in an expenditure plan that varies significantly from future reality.

With this state of affairs as a backdrop, I am pleased to present to the Board a budget that will build back very important parts of our organization after a decade of debilitating reductions. With a positive balance of \$34.3 million in ongoing resources we have concentrated our recommendations in two areas:

- The initial restoration and enhancement of our administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.
- Continued investment in Santa Clara Valley Medical Center to improve access and capacity, and further prepare the hospital to compete in the post-ACA health care marketplace.

Investment in Administrative Infrastructure

As we manage the transformation of our organization, it is clear that the past decade of reductions has had a significantly deleterious effect on our administrative infrastructure. In the face of deficit after deficit administrative capabilities, both at the central service level and within operating departments, were sacrificed to preserve direct client services. The entire organization is now suffering from the lack of these fundamental resources. As we move toward a position of greater financial flexibility, we must be careful to restore our administrative foundation to a level capable of supporting the needs of operating departments that more directly serve our clients.



We are now challenged in our attempts to recruit and fill vacant positions in a timely manner, in large part because we do not have sufficient human resources staff to meet demands. It is difficult to meet the needs of departments attempting to procure essential goods and services, as we have not been able to provide adequate staff resources for the procurement function. We ask departments to abide by more restrictive and time-consuming administrative policies, meant to assure that the tax payer's dollar is neither squandered nor misspent, but insufficient staffing leaves us unable to fully satisfy these requirements. Our ability to improve work processes and outcomes across a variety of important functions — budget, finance, training — is limited as a result.

With this in mind, this budget recommends resources to support administrative functions in several key departments including:

- In the Employee Services Agency (ESA), the addition of 6 staff to support the recruitment and classification function will reduce the time it takes to fill vacant positions throughout the County. In addition, a new position for executive management recruitment will help reduce the time it takes to recruit and hire our executive leadership. Another new position will bolster the fiscal unit of ESA that is responsible for workers' compensation and retiree health analysis and calculations. Finally, a new position in the Learning & Employee Development area will increase the utility of sccLearn to reach a greater number of departments and more accurately track their training needs.
- In the Procurement Department, the addition of four staff; two Buyers, one Procurement Contracts Specialist and one Buyer Assistant will increase the department's capacity to support departments in acquiring the goods and services they need. We firmly believe that the current allocation of 32 staff is inadequate to support the procurement needs of a \$4.4 billion operation. These additional staff will make it possible for the department to be more responsive and to reduce the time between the department request and the receipt of goods.
- In the Finance Agency, positions are recommended to address a variety of needs in the Controller's Office, the Tax Collector's Office, and the Office of the Clerk-Recorder, that are the result of budget reductions absorbed by the Agency over the past decade. New leadership in this department has identified gaps in oversight of both accounting and financial system support that will be addressed with these additional positions.
- In the Information Services Department (ISD) we must continue to address staffing needs in what is clearly one of the most critical central services departments in the County. As the County implements more complex and interdependent systems, we must develop better technological solutions for the collection and analysis of data, ratcheting up the need to invest in this area. The human resource needs of ISD are set against a backdrop of a very competitive labor market for sophisticated technology resources that puts a great deal of pressure on the existing staff to manage an never-ending flow of high priority requests from departments.
- In the County Executive's Office three new positions are recommended for the Office of Budget & Analysis to build critically necessary analytical expertise in several key areas, chief of which is hospital finance and operations. As we face the uncertainties discussed earlier in this message it is imperative that we invest in the analytical resources that can provide the County Executive, the Board of Supervisors, and operating departments with more in-depth fiscal and policy analysis, to support the decision-making process at all levels.

Additional administrative resources are also recommended in the Social Services Agency, SCVMC, the Facilities and Fleet Department, the Clerk of the Board, County Counsel and other departments to restore resources eliminated during the deficit years. As we look to a future that is less bleak than the past decade, we need to assure that we invest in the proper foundation for County services or we run the risk of wasting our

investments in client services that cannot be delivered because we cannot handle the central business process of the County in a timely manner.

Investment in Santa Clara Valley Medical Center

The other critical area of focus for FY 2015 is Santa Clara Valley Medical Center (SCVMC). The implementation of the ACA is a fundamental change in the way health care will be delivered in the market place. Since the passage of the ACA, Santa Clara County has been preparing for the expected intense competition in that market place. All patients will have more of a choice regarding their health care and the resources to pay for a provider who can cater to their specific needs. For this reason the County Health and Hospital system must be able to compete and deliver an outstanding patient care experience. We must eliminate long waiting times for clients to make an appointment and actually access our health care professionals.

We are recommending a net increase of nearly \$14 million for enhancements to SCVMC. These enhancements will help us match our resources with our client needs.

Many of these recommendations are an effort to right size the current level of resources that are dedicated to patient care. Permanent positions are added, while overtime and extra help are reduced, to recognize the actual ongoing level of effort required to serve patients. Funding for part time positions is increased to a full time level to acknowledge the actual current level of effort. Additional resources are recommended to support ancillary services such as environmental services, quality and safety, dietary and the lab. These investments are necessary to position SCVMC to be successful in this new era of health care.

The Evolution of the Budget Balancing Strategy for FY 2015

In December, the Office of Budget & Analysis projected a potential \$25 million General Fund deficit for FY 2015. Recognizing that projections were likely to change, we did not require reduction

plans from departments. Our plan at that juncture was to pursue county-wide solutions to address the shortfall. This initial deficit projection included the realization that property tax revenues, although continuing to grow, are being diminished by the fact that statewide inflation over the past year was below 2%, thereby impacting the growth we can expect in FY 2015.

In order to gauge the potential impact of the Affordable Care Act (ACA) some significant assumptions had to be made. Although common sense would suggest that a reduction in the number of uninsured patients would result in an increase in revenue, AB 85 would require us to surrender some of that revenue in the form of reduced 1991 Health Realignment. Calculating an accurate financial impact, considering we had no experience to rely on, was the difficult part of this process. We brought together our financial and health system experts to develop a methodology that would generate a reasonable projection.

After several iterations we reached consensus on a projection that resulted in a net increase in hospital revenues of approximately \$54 million. This shifted our projected deficit from \$25 million to a surplus of \$29 million. Additional updated projections for various other revenues and expenditures further improved the projection to a surplus of \$34.3 million.

This process took time and prevented us, until just recently, from being able to assure the Board and other stakeholders that the projected deficit could be solved without reductions in programs and services.

Also worth mentioning is a change in methodology regarding the way we treat SCVMC revenues. In the past, hospital revenues were netted against their expenditure needs and this net, positive or negative, was the amount added to the General Fund "bottomline" through an increased subsidy. The problem with this approach has been that when SCVMC revenues increase, the full value of those



increased revenues are allocated to SCVMC expenditure needs without consideration of other needs throughout the County.

In the current budget process we have changed that approach to first adjust SCVMC revenues (we have referred to this as a “re-base” of SCVMC revenues in other discussions), then adjust the General Fund subsidy to SCVMC in the based accordingly. Finally, we evaluated the SCVMC request for resources along with all other requests made by General Fund departments. This is an approach we plan to use in the future, as we believe it creates balance among all the interests competing for scarce General Fund resources.

Allocation of One-time Funds

In addition to our recommendations for allocation of \$34.3 million in ongoing funds, this budget includes the allocation of \$187.5 million in one-time resources for capital and technology needs, as well as prudent reserves.

Major recommended allocations are discussed below. A full summary of all one-time resources and uses is provided in the pages following this message (see One-time General Fund Resources and Recommended Allocations).

A Continuing Commitment to our Physical Infrastructure

The importance of maintaining the over 5 million square feet of various types of space owned by the County goes without saying. From 2003 through 2012, the resources allocated to preventive maintenance have declined significantly, and the risk associated with system failures is a major concern. In 2000 the Board adopted a goal of 2.0% of current replacement value (CRV) for the facility reinvestment rate (see Board of Supervisors Policy 4.11.3), an industry recognized measure of the minimum amount of funding necessary for an organization to maintain its facilities. In 2002 we reached a rate of 1.70%, our highest level for this measure. Today we are at 1.12%, a level that demonstrates how far we have fallen behind in funding the maintenance of our facilities.

For that reason, over the past two years we have focused on increasing our investment in capital projects that will solidify our building infrastructure. Table 1 identifies the allocations we have recommended for major maintenance and capital projects during the last three years and in FY 2015:

Table 1: Capital Projects and Major Maintenance

Fiscal Year	Capital Projects	Major Maintenance	Total
2012	\$3,600,000	\$5,000,000	\$8,600,000
2013	\$8,750,000	\$5,000,000	\$13,750,000
2014	\$27,300,000	\$5,000,000	\$32,300,000
2015	\$21,359,000	\$5,000,000	\$26,359,000

As the table indicates, our level of support for these critical expenditures has increased dramatically in FY 2014 and FY 2015. We continue to allocate \$5 million for major maintenance projects, and have now combined this project allocation with an additional \$885,000 in ongoing resources in the Facilities and Fleet Department to increase the frequency of our preventative maintenance efforts.

Table 2 specifies major capital projects that are recommended for funding in FY 2015. There are three main areas of focus in this years’ capital budget:

Communications: \$1.6 million to continue the replacement of outdated 9-1-1 dispatcher work stations and \$1.6 million to update the waterless fire suppression system in the Communication facility. Both of these projects are considered very high priority needs.

Downtown Medical Clinic: \$6.7 million is recommended to acquire the furniture, fixtures and equipment (FF&E) for the Clinic being built with voter-approved bond proceeds. Since this is a bond-funded project, none of the bond proceeds can be used for these items, they must be funded through the General Fund. At this point, the clinic is expected to be completed in the fall of 2015, but the FF&E will need to be ordered roughly six months in advance of the completion of the project.



Valley Medical Center Emergency Room Redesign: We are recommending that \$4.4 million in one-time Measure A funding be allocated for this important project. The SCVMC emergency room has been a source of inefficiency for many years, as it was not designed to accommodate the number of people that utilize that facility on a daily basis. We recommend using unspent Measure A funds from the FY 2014 receipts and dedicating them to this project. At this time we are projecting an \$16.8 million Measure A fund balance from unspent FY 2014 allocations and reserves. We recommend using \$4.4 million for the design and programming of this project, and reserving the remaining \$12.4 million for the construction that will begin in FY 2016.

Another relatively large allocation is \$1.8 million for various department remodels and moves. This allocation will address needs in the Planning Department, Finance Agency, Office of the District Attorney, and other areas where the current space, or configuration of space, does not meet the needs of staff or the public. Instead of defining individual project budgets, we recommend addressing these needs through a coordinated effort between the affected departments and Facilities' staff to maximize potential economies of scale related to purchase of materials or use of labor.

Table 2: FY 2015 Capital Projects

Project	Amount
Maintenance and Repair	\$5,000,000
Downtown Clinic Furniture, Fixtures & Equipment	\$6,684,000
Communications 9-1-1 Workstation Replacement	\$1,600,000
Communications Waterless Fire Suppression	\$1,600,000
County-wide Department Remodel/Moves	\$1,816,900
County Government Center Energy Project	\$1,600,000
Energy Projects	\$500,000
James Ranch	\$1,086,000
Elmwood M-1 Sundeck Design	\$463,100
DA Crime Lab Air Compressor	\$350,000
FY 2016 Capital Planning	\$300,000
SCVMC Emergency Room Pre-design & Design ^a	\$4,400,000
Holden Training Center HVAC ^b	\$682,000
Downtown Mental Health Reception/Lobby ^c	\$277,000
Total FY 2015 Capital Program	\$26,359,000

a. Funded from FY 2014 unspent Measure A allocations

b. Funded from SCC Justice Training Center Fund

c. Funded from Mental Health Services Act funds

Technology Investments

Another critical area of infrastructure is technology. As with capital projects, the County fell behind in funding this increasingly important area during the recession. In FY 2014, we began to reinvest in technology in a more substantial manner, funding over \$26 million in projects. We continue our commitment in this area with recommendations for \$19.2 million of one-time funding and \$4.3 million of ongoing funding for technology needs in FY 2015.

HealthLink: The major achievement over the past two years has been the successful implementation of the HealthLink system (electronic medical record) at the hospital. This project will cost over \$200 million during the first ten-year period but will provide the technological backbone for hospital operations over the next half-century. The initial phases of HealthLink installed more than 20 modules of HealthLink's electronic health record product suite. As a result of the implementation, health information is now immediately available for care providers across nearly the entire spectrum of care, and patients are able to access their own information online. FY 2015 funding will extend HealthLink into the clinical lab, outpatient pharmacies, diagnostic imaging and the surgical suite.

eProcurement: Another area of County operations that is in dire need of technological support is the procurement process. This budget recommends the implementation of an eProcurement solution called Ariba that is a module of our existing SAP Enterprise system. This solution will move the procurement process into the 21st century by moving away from a manual process to one that is fully automated. This solution is cloud-based so, as with Office 365, the focus of our local staff will be on implementing and using the software capabilities, rather than the servers and other hardware, which will be managed by SAP. There is an ongoing cost to subscribe to the service, but the benefits of automation, transparency, modern catalog ordering, and order reconciliation, among others



will streamline procurement functions while making it easier to oversee critical processes along the way. This project will require \$5.6 million in one-time costs for implementation in FY 2015 and \$4.3 million in ongoing resources, including subscription fees and additional staff to support users throughout the County.

Table 3 provides a summary of the County-wide and departmental technology projects recommended in this budget. Once again, we cannot emphasize enough the importance of identifying and addressing the technology needs within our departments. The public has an expectation that the County, particularly as we sit in the heart of Silicon Valley, utilize available technology solutions to increase efficiency, accuracy, and accountability. Providing employees with state-of-art tools greatly enhances their ability to meet the expectations of our residents.

Table 3: FY 2015 Technology Projects

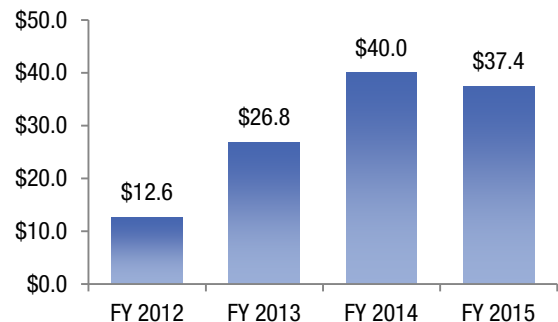
Description	Ongoing Allocation	One-time Allocation
Common Directory-0365		\$1,595,000
Infrastructure Consolidation, Refresh and Expansion	\$198,000	\$2,861,000
Law and Justice System Road Map		\$2,344,000
Information Services Subtotal	\$198,000	\$6,800,000
Procurement SAP/Ariba Project	\$4,136,949 ^a	\$5,623,881
SCVMC HealthLink		\$5,000,000
Health & Hospital Infrastructure		\$558,450
Communications Mobile Radios		\$500,000
Planning Department Transformation & Modernization	\$80,000	\$750,000
Department Project Subtotal	\$4,216,949	\$12,432,331
Total Technology Projects	\$4,414,949	\$19,232,331

a. Ongoing costs include the cost of recommended positions in various County departments

Public Safety Realignment – AB 109

Santa Clara County has embraced the idea of Public Safety realignment since the inception of the program in 2011. This County has been recognized as a model in terms of the way it has allocated funding to support public safety as well as services for those that are under our jurisdiction as they are released from correctional institutions. Our support for this change has been contingent on the

State providing adequate resources to support the effort, which has not been an issue up until this year. The graph below reflects the funding provided by the State to support our AB 109 efforts.



State Allocations for AB 109
(displayed in millions of dollars)

Resources allocated to support the AB 109 program have grown over time to address the ramp-up required for counties to develop the programs and services required by these individuals. In addition to the staff required in the Department of Correction and Probation to manage the additional populations we are now responsible for, the County had to rebuild and expand the systems of care to accommodate the needs these individuals have identified as critical to their success in the community. This includes substance abuse and mental health programs as well as job training, education programs, and housing assistance.

In January of 2014, the Governor released his budget for FY 2015, including a 7% decrease in AB 109 funding. This proposed reduction is likely to have an impact due to increasing activity at the Resource Reentry Center. As we compare our current level of service projected at next year's cost, with the current State allocation, we are projecting a \$3.6 million deficit. In order to maintain current service levels and not lose the momentum and progress we have made to date, we are utilizing one-time funds to avoid significant reductions, with the hope that funding levels will increase in the future. However, two things are clear at this point:

- If the state does not increase support for AB 109, we will be unable to sustain the current level of service through FY 2016.
- We have no flexibility moving forward to absorb any additional program expansion or address increases in demand for services in the near future.

Measure A Allocations and Assumptions

Last year at this time there was a great deal of uncertainty regarding Measure A, the voter-approved 1/8 cent sales tax increase. Fortunately, litigation that attempted to invalidate the voters' will on this sales tax measure was settled in the County's favor. Revenue is projected to total \$46 million in FY 2014 and as much as \$49 million in FY 2015, providing a source of funds to preserve and enhance County programs and services.

An accounting of Measure A revenues, allocations, expenditures, and fund balance is provided in the Measure A Sales Tax Summary following this message.

The Board-approved FY 2014 budget allocated \$20 million of Measure A proceeds to preserve the current level of service. Without this base allocation, \$20 million of budget reductions would have been necessary to balance the budget, jeopardizing critical programs and safety-net services. The FY 2015 budget continues to assume the allocation of \$20 million of Measure A proceeds to preserve the current level of service for safety-net programs.

In FY 2014 the Board also approved the allocation of \$15.33 million of Measure A revenue to support specific projects and services consistent with the array of priorities outlined in the ballot measure. The FY 2015 budget assumes continued allocation of Measure A revenue to support the ongoing cost of these original allocations at FY 2015 levels.

A third allocation of \$9.67 million was set aside in a reserve as we developed a process to engage the community in identifying proposals they believed were worthy of consideration. As this budget goes

into production we are in the midst of that process and the Board will decide which proposals are funded effective July 1, 2015.

The complexities of designing and executing the current Measure A process and implementing the projects funded through Measure A in the current fiscal year have resulted in significant savings because allocations were not made until well after July 1. We expect to see as much as \$6.1 million of the original Measure A allocations unspent at the end of FY 2014 due to these "start-up" issues. Additionally, the \$9.67 million reserved in FY 2014 will be available as fund balance at the end of the year. Finally, anticipated FY 2014 Measure A revenue is currently projected at \$46 million, \$1 million more than budgeted.

In total we project that \$16.8 million of our projected FY 2014 fund balance for the General Fund will be a result of unspent Measure A proceeds. As noted earlier our recommendation is to utilize those resources to fund the renovation and expansion of the Emergency Room at Valley Medical Center. We believe this project is critical to putting SCVMC in position to be the competitive institution it needs to be in order to be successful in the post-ACA healthcare world. In addition, we believe this project is very well aligned with the intent of Measure A.

The capital budget outlines this project in more detail, but the intent is to allocate \$4.4 million of the unspent Measure A for the design and programming of the Emergency room and reserve the remaining \$12.4 million for construction that is expected to cost \$24 million in total. Our intent will be to recommend that any additional unspent Measure A funds be dedicated to this project in the future to the extent necessary to make the project successful.

We are very fortunate to have the support of the public in delivering critical services to our community. The Administration is committed to accounting for and evaluating the use of these funds as they are allocated by the Board.



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 \$112.8 million.

Our recommendations for other reserves are in the Special Programs budget in Section 1 of this document. The budget will not include a reserve for economic uncertainty or State and Federal reductions. However we have included a \$1.5 million reserve for the cost of various reclassification and reorganizations, some of which will be presented to the Board in the same time frame as the publication of this document. Our intent will be to adjust the budget to fund Board-approved reclassifications and reduce this reserve concomitantly.

We have also created a \$4.7 million reserve in Measure A for growth that has not been allocated and is available at the Board's discretion. We do recommend giving serious consideration to leaving these funds in reserve until the Daughters of Charity issue is resolved.

Finally, we have established reserves for revenues received from the redevelopment dissolution process pending allocation of these monies in accordance with the policy approved by the Board at last year's budget hearing. A total of \$2.2 million is reserved for allocation to our retiree health unfunded liability and \$10.4 million is reserved for affordable housing. More discussion of these reserves is available in the Special Programs budget.

Unlike prior years we have not established an AB 109 reserve as the flexibility in that program has been exhausted and all resources are being utilized maintain the current level of service.

Risks and Threats to the County Budget

Santa Clara County relies on State and Federal revenues to support over 50% of our programs and services. During the last five years we have been extremely vulnerable to decisions made in Sacramento that have negatively impacted County services and the clients we serve. With a recovering

economy and the passage of Proposition 30, the risks associated with the State budget have declined dramatically.

The same is true of federal sequestration. After years of relative stability, the impact of a growing federal deficit and the inability of Congress to reach any meaningful agreement led to structured reductions that have been harmful to local government. The recent budget agreement at the federal level has also reduced this risk to a much lower level. For these reasons the threats to our local budget from other levels of government are less than they have been in over a decade.

Unfortunately, there are still risks and realities that must be taken into account as we move forward. The realities that we are most concerned about relate to the escalating cost of providing services, in particular the unfunded liabilities in retiree health and PERS that will impact our future financial stability.

Retiree Health: In the case of retiree health, the Board has taken bold action to approve an ordinance (County of Santa Clara Ordinance Code Sec. A7-11) that requires the Administration to fully fund the Annual Required Contribution (ARC) of retiree health by FY 2018. During the recession, the County made decisions to underfund this benefit in favor of maintaining safety net services, resulting in an increase in unfunded liability to \$1.8 billion. The current plan obligates the County to fund 70% of the ARC in FY 2015, 80% in FY 2016, 90% in FY 2017 and 100% in FY 2018 (July 1, 2017) and thereafter.

For FY 2015, we are budgeting at the specified 70% of ARC at \$105.7 million. For FY 2016, the funding level is projected to increase to \$137 million, a \$25 million increase, with another \$25 million increase to \$161 million due in FY 2017. These actions will put us on the path to fully fund this benefit and eliminate the unfunded liability by 2046. However, we will face increasingly difficult resource allocation decisions each year as more

and more of our discretionary resources at committed to the proper funding of this employee benefit program.

Public Employee Retirement System: The second area of concern is our pension contribution for the Public Employee Retirement Systems (PERS). Action taken by the PERS Board with relation to investment return assumptions and mortality tables is likely to result in a substantial increase in our rates over the next five years. Currently, our miscellaneous and safety plans are funded in the 82% range, which creates a moderate unfunded liability. With the recent spotlight on public sector pensions, it is not surprising that there is an inclination by PERS to be more conservative thereby requiring increasing payments by PERS agencies. The table below highlights the changes in the contribution rates over the past 5 years for both the miscellaneous and safety plans:

Table 4: PERS Employer Share Contribution Rates^a

Fiscal Year	Miscellaneous	Safety
2011	13.334%	23.527%
2012	15.632%	25.880%
2013	15.749%	26.354%
2014	16.052%	28.025%
2015	16.934%	30.453%

a. Percentages are applied to base wages

In FY 2015, the budget for our PERS contribution is \$314 million. There have been several estimates regarding how much rates will increase, including some estimates in the 50% range. We are concerned about the growth in the cost of this benefit due to the large base it is calculated on and the fact that we do not control the change in our rates from year to year. This is an area that we will pay careful attention to and discuss with the Board as changes occur.

Transforming County Government

Currently, the County is in the fifth year of our Ten-Year Plan. This year, I launched a series of town hall forums to spread the concepts of the Learning Organization more widely throughout the County.

In these forums, I have been sharing my vision for the future of the County and how it has evolved since I became the County Executive in September 2009.

The primary concepts of the Learning Organization are providing employees the tools, the map, and an understanding of the environment in which we work and how we treat one another. In FY 2015, the work of the Center for Leadership and Transformation is the cornerstone of the Learning Organization, providing the opportunity for teams of employees to contribute to work process improvements both big and small for the benefit of the County's customers and employees.

While the seven Vision Elements provide the map for executive leaders to direct their organizational priorities, the Just Culture model is an approach to looking at both systems and individual behaviors that contribute to poor outcomes in County government. The Administration will be creating a series of courses to assist employees in implementing Just Culture in their departments.

The journey of leadership and transformation is not a quick trip, and we must be persistent in creating conditions that will result in both incremental and transformational change to benefit our customers, and in so doing, will produce beneficial experiences for our employees in the process. To quote Alvin Toffler, Futurist, "the illiterate of the 21st Century are not those who cannot read and write but those who cannot learn, unlearn, and relearn."

Conclusion

This budget makes important progress in strengthening our central service functions and physical infrastructure. As the County's fiscal situation continues to stabilize we will need to make more progress in the future. This area of our County budget and workforce is like the foundation of a building. If we try to increase services and programs for the community without assuring a strong foundation our efforts will be hampered by inefficiencies, lack of information,



and poor oversight and enforcement of controls meant to assure that the taxpayer's dollar is not squandered or unwisely appropriated.

The true impacts of decimating our administrative infrastructure may not be known for some time. In recent years as we have worked at pulling our organization out of the doldrums of recession, we have heard many complaints about weakness in our central service functions. This reality should not surprise anyone as ten consecutive years of significant reductions could not have resulted in anything other than a degradation of service.

Additional resources are recommended for the Employee Services Agency, the Information Services Department, the Finance Agency, Procurement, Facilities and Fleet, the County Executive's Office of Budget & Analysis, the Social Services Agency, SCVMC, the Clerk of the Board, County Counsel and others. These additions are meant to improve support to direct service agencies so they can be successful in the future. The truth of the matter is that the foundation of our organization needs to be addressed before we can effectively increase our service levels. With this investment, we are prepared to aggressively address the social issues that currently plague the residents of Santa Clara County.

We are also moving in the right direction by investing in our physical infrastructure. By investing \$26 million in our capital plan and \$19 million in technology projects, we are creating a productive environment for our employees. With only \$34 million in ongoing resources to work with, we recognize this is a modest plan but one that is focused on the right things. One has only to look back at FY 2009 and FY 2010 and the huge deficits this organization faced to appreciate that modest progress and success is a good outcome.

This budget also reflects the County's continued commitment to providing an efficient and effective health care system. The investments in SCVMC recommended in this budget will help us move from being a provider of last resort to a provider of

choice. This shift will enhance our ability to maximize revenue streams that assure that we will always be able to take care of those who truly have no choice.

In FY 2015 we will continue to grapple with complex policy and fiscal issues that hold the promise of both risk and reward for the County. As we look to the challenges ahead we appreciate the support and collaboration of our community partners, labor groups, and the Board of Supervisors. Mostly we are profoundly grateful for the continued commitment to public service demonstrated by County employees throughout the organization, both those who serve the public directly and those who "serve the ones who serve".



Measure A Sales Tax Summary

Measure A is a 10-year 1/8 cent sales tax approved by the voters in November 2012 and implemented on April 1, 2013. Measure A is a general tax that was approved to

address service and program needs across all functional areas. Annual revenue is estimated in the \$45 million to \$50 million range.

Summary of Measure A Sales Tax Revenue and Allocations

Summary of Measure A Sales Tax	FY 2013 Actual	FY 2014 Allocation	FY 2014 Budget ^a	FY 2014 Projected Actual	FY 2014 Projected Fund Balance	FY 2015 Recommended Budget
Revenue						
Measure A Sales Tax Revenue	\$9,777,386	\$45,000,000	\$45,000,000	\$46,000,000	\$1,000,000	\$49,000,000
Fund Balance from Prior Year		\$9,777,386	\$9,777,386	\$9,777,386	\$0	\$16,799,200
Total Revenue	\$9,777,386	\$54,777,386	\$54,777,386	\$55,777,386	\$1,000,000	\$65,799,200
Ongoing Allocation						
Preservation of Current Level of Services		\$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	\$0	\$3,350,000
Healthy Kids		\$3,000,000	\$3,000,000	\$300,000	\$2,700,000	\$3,000,000
Permanent Supportive Housing		\$4,000,000	\$4,000,000	\$3,150,083 ^b	\$849,917	\$4,000,000
SCVMC Patient Advisory Task Force		\$700,800	\$428,927	\$165,000	\$263,927	\$660,800
SCVN-SSA Safety Net Contracts		\$845,860	\$862,777 ^c	\$862,777	\$0	\$888,660 ^d
SCVHHS EpiCenter		\$1,574,671	\$798,976	\$280,990	\$517,986	\$1,636,504
Office of the District Attorney		\$1,110,000	\$750,000	\$336,400	\$413,600	\$1,157,503
Unallocated Reserve I- Ongoing		\$0	\$1,390,651	\$0	\$1,390,651	\$4,643,414
Unallocated Reserve II - Ongoing ^e		\$9,663,119	\$9,663,119	\$0	\$9,663,119	\$9,663,119
Subtotal Ongoing Allocations	\$0	\$44,244,450	\$44,244,450	\$28,445,250	\$15,799,200	\$49,000,000
One-Time Allocation						
Berger Seismic Project		\$9,777,386	\$9,777,386	\$9,777,386	\$0	
Community Solutions		\$130,900	\$130,900	\$130,900	\$0	
Domestic Violence Advocacy Solutions		\$624,650	\$624,650	\$624,650	\$0	
SCVMC ER Renovation Design/Planning		\$0	\$0	\$0	\$0	\$4,400,000
SCVMC ER Construction Project Reserve		\$0	\$0	\$0	\$0	\$12,399,200
Subtotal One-time Allocations	\$0	\$10,532,936	\$10,532,936	\$10,532,936	\$0	\$16,799,200
Total Allocations	\$0	\$54,777,386	\$54,777,386	\$38,978,186	\$15,799,200	\$65,799,200
Fund Balance	\$9,777,386	\$0	\$0		\$16,799,200	\$0

a. FY 2014 budget amounts may differ from FY 2014 allocation amounts as budgets were not fully established until after July 1, 2013. Where budget amounts are lower than the allocation the budget reflects only partial year funding.

b. Assumes that \$2.3 million of unspent appropriations will be re-appropriated for Permanent Supportive Housing needs in FY 2015.

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

d. Includes Board-approved 3% COLA for community-based organizations

e. The Board of Supervisors was scheduled to consider the allocation of these funds on April 15, 2015 as this budget document was in production. Board-approved allocations will be budgeted in the appropriate department budget and this reserve reduced or eliminated in the final FY 2015 budget to reflect the actions of the Board of Supervisors.

Overview

In the FY 2014 budget process, \$20 million of Measure A proceeds were allocated to maintain the current level of service for safety-net programs. The Board of

Supervisors also approved allocations to specific programs and services as reflected in the table above. Because of the “start up” nature of the allocations approved in FY 2014, there are substantial unspent



allocations providing an estimated fund balance of \$16.8 million at fiscal year-end. This fund balance is primarily a result of the time it took in FY 2014 to actually implement the allocations approved by the Board.

As an example, the Board approved an allocation of \$1,574,671 for the EpiCenter program in the Health & Hospital System. The implementing actions required the adoption of a salary ordinance amendment and the development of a more detailed program description. By the time the implementing actions were fully prepared, a budget of only \$798,976 was necessary for FY 2014, allowing a portion of the allocation to remain in reserves and ultimately flow to fund balance. Furthermore, actual FY 2014 expenditures for this program are projected at only \$280,990 due to the time required to recruit and hire staff in the positions funded by the Measure A allocation, contributing an additional \$517,986 to fund balance. However in FY 2015 this program will require a budget of \$1,636,504; slightly higher than the first year allocation because of the increased cost of salaries and benefits year-over-year.

As discussed in the County Executive's Budget Message, we recommend that this fund balance be dedicated to funding the renovation of the SCVMC emergency room.

Measure A Ongoing Reserves

As this document was in production, the Board of Supervisors was scheduled to consider the allocation of \$9.7 million from the FY 2014 "Unallocated Reserve II" for additional programs and services. The FY 2015 final Board-approved budget will reduce this reserve and fund these new programs and services to reflect the Board's action relating to the allocation of these funds.

A reserve of \$4.7 million (Unallocated Reserve I) remains for future allocation by the Board. This reserve is supported by the \$4 million anticipated growth of revenue in FY 2015 and approximately \$686,214 of funds representing the difference between FY 2014 ongoing allocations and the FY 2015 cost for those same programs and services. As discussed in the County Executive's Budget Message, we recommend that these monies remain unallocated pending the outcome of issues relating to the sale of the Daughters of Charity hospitals.

Healthy Kids

The most significant unspent allocation in FY 2014 is for the Healthy Kids program. The Board of Supervisors approved a \$3 million allocation to expand the Healthy Kids program to cover children up to 400% of the federal poverty level (from the current ceiling of 300% of the federal poverty level). Given the significant changes as part of national health reform, changes in State policy on Medi-Cal expansion, and the launching of California's health exchange, this change requires coordination with the Department of Health Care Services, the Managed Risk Medical Insurance Board and the Department of Managed Health Care, with guidance given from the Centers for Medicare and Medicaid Services.

Staff has been working with each of these agencies to understand the implications of the Affordable Care Act (ACA), the interplay of the AB 495 funded C-CHIP program and the proposed expansion of the Medi-Cal program to cover those children, and the implications of federal reporting requirements for the federal match. Currently, SCVHHS and the Santa Clara Family Health Plan are working with local stakeholders to secure a July 1 implementation date for the program expansion as part of a local coverage initiative. It is expected that \$300,000 may be expended in FY 2014 for development purposes, but the remainder of the \$3 million allocation will be returned to fund balance at fiscal year end. The full \$3 million allocation is expected to be used in FY 2015. Additional research and consultations will also be conducted regarding alignment of the Healthy Kids design and expansion to address those children that are in families eligible for Covered California but who have not enrolled for various reasons.

Permanent Supportive Housing

Another area of substantial savings in the current year is in the allocation for Permanent Supportive Housing (PSH).

As outlined in the table below, on an ongoing basis, the \$4 million annual PSH Fund is intended to support several programs including:

- Expanding and backfilling the existing Chronic Homelessness Rental Assistance Program (CH RAP), which had been originally funded with one-time County General Funds; and

- Starting in FY 2017, backfilling the 45 permanent supportive housing subsidies that are being implemented as part of the Reentry Housing Plan and its one-time \$4 million allocation from AB 109 funds.

Permanent Supportive Housing 5-Year Plan

Service Area	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Existing CH RAP (85-90 Subsidies)	\$680,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Expanded CH RAP (85-90 Subsidies)	\$800,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Housing Fast Fund		\$100,000	\$100,000	\$100,000	\$100,000
Rental Assistance & Housing Program Administration	\$81,200	\$400,000	\$400,000	\$400,000	\$400,000
Specialized Housing Placement/Coordination Services	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000
Backfill for Reentry PSH Subsidies				\$742,000	\$742,000
Office of Supportive Housing Lease	\$44,325	\$84,151	\$89,983	\$92,204	\$94,337
Capital Expenditures & Program Reserve	\$2,289,475	\$910,849	\$905,017	\$160,796	\$158,664
Total	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000

In fiscal years 2014, 2015 and 2016 PSH Funds can be used for the development of permanent supportive housing units or for other critical services, such as increasing the capacity of facilities that provide social detoxification services. Funding for housing development and other critical services is being considered for several reasons. First, the backfill and expansion of the CH RAP was implemented in November 2013, so staff only planned for a partial year's use. Second, backfilling the reentry permanent supportive housing subsidies will not take place until FY 2017. Finally, for FY 2014, most of the housing administrator's expenses are covered by other sources.

Considering all of these factors \$2.3 million of the original \$4 million FY 2014 Measure A allocation has been set aside in the Office of Affordable Housing pending the issuance of a Request for Proposals (RFP). This RFP is intended to provide the County with the flexibility to fund housing and services from a variety of sources and departments based on needs and the availability of funding without issuing separate supportive housing RFPs.

At fiscal year-end the Administration will recommend that this \$2.3 million be retained in the Office of Affordable Housing instead of allowing the monies to flow to fund balance to be allocated for other purposes.

There will be some FY 2014 one-time savings in other areas of PSH because the expansion of the CH RAP is proceeding slowly; however, this is appropriate because the Housing 1000 Care Coordination Project is using

federally funded housing resources first. If not used, unspent funds from the Federal sources (i.e., HUD grants) revert to the Treasury each year.

Evaluation of Outcomes

During the Board's discussion of allocating Measure A funding for worthwhile projects, the Administration was directed to develop a thoughtful evaluation framework/template that would be a key component of each contract that implements a Measure A funded project. The Administration supports moving in the direction of creating a more evaluation-based contracting process to make sure that the outcomes we are contracting for are actually achieved. Our goal of rebuilding the administrative infrastructure will assist in moving the County organization in this direction. Measure A contracts will be a high profile opportunity to work collaboratively with our non-profit partners as well as County departments to demonstrate how an enhanced evaluation process can work.

The Administration plans to draft an evaluation framework for review and discussion with the Finance and Government Operations committee and the full Board in early June.



The County as a Learning Organization

During 2014, the County is moving through the fifth year of County Executive Jeffrey V. Smith's Ten-Year Plan. As described in over 21 town hall forums to date during FY 2014, this is the period of spreading the concepts of the learning organization more widely throughout the County.

In his town hall forums, the County Executive has been sharing his vision for the future of the County and how it has evolved since he became the County Executive in September 2009. The table below includes the major elements of the Ten-Year Plan, as well as some of the initiatives that have begun or are planned for the future.

Concepts of the Learning Organization

The primary concepts of the Learning Organization are providing employees the tools, the map, and an understanding of the environment in which we work and how we treat one another. The table below shows some of the linkages to initiatives and tools that the County is leveraging to build the Learning Organization.

Tools	Map	The Way We Treat One Another
Networking, Mentoring, Coaching	• Build Bench Strength	Plan for the future, retain employees
Connect Portal	• Consolidate Where Needed	Communicate, share information, leverage across departmental boundaries

Tools

CLT: The first element of the Learning Organization, the Center for Leadership and Transformation (CLT), begun in 2010, has continued in earnest in FY 2014, with a particular focus on the Santa Clara Valley Medical Center (SCVMC), where twelve teams are currently undertaking operational improvement efforts. The seeds for the SCVMC effort were germinated at the CLT executive course at Stanford University in the summer of 2013, during which over 30 SCVMC leaders worked together to define areas of focus that would then become team efforts.

The teams' efforts are bearing fruit, from greater coordination of work, to achievement of tangible work process improvements and cost avoidance and savings. Staff feedback has been very positive, as they are experiencing improvements in their ability to provide service to patients in the clinics, for instance.

In addition to the teams at SCVMC, twenty three CLT projects have included status reports in this document. It is apparent that in many cases, an initial CLT project led to additional CLT projects as a result. The beauty of the CLT method is that it can be used for both very narrow and very broad improvement efforts, depending on the urgency of the issue at hand and the ability of staff to take on improvement efforts.

In the case of both the Parks and Planning and Development Departments, the CLT teams' scopes encapsulate the entire department, and aim to transform wholesale aspects of their operations. In each of these examples, the Departments sent a large number of employees to CLT classes starting in FY 2013, and they have continued to refine their plans for

Tools	Map	The Way We Treat One Another
CLT	Vision Elements	Just Culture
Service organization focus	• Customer Focus	• Employees understand customer needs • Responsibility and authority are matched
• Team projects focused on operational improvement efforts • Evaluation techniques • Surveys	• Performance Measurement	• Employees understand job expectations • Outcomes kept in mind • Ask Why?
Plan targeted improvements	• Reduce Cost of Services	• Reduce waste • Seek improvement opportunities
ESA Learning and Employee Development	• Employee Empowerment and Engagement	Participate in workplace improvements
CEMA Cross-Departmental Opportunity Pilot Program	• Utilize Latent Talent	Provide opportunities for employees to contribute outside of their current job roles.



transformation in FY 2014. In each case, the FY 2015 Recommended Budget includes recommendations related to suggestions from CLT-initiated work.

In FY 2015, the focus of the executive course at Stanford University will be on the Social Services Agency, as well as for all of the executive leaders who are new to the County. In addition, CLT classes will be offered for employees as they have been in previous years.

Organizational Assessment Survey: In January 2014, employees were asked to participate in an assessment of the County via an anonymous survey. This survey was intended to establish a relative baseline for how employees feel about aspects of the County, such as communication, collaboration, trust, and their daily work. Over 3,200 responses were received, and the Countywide results have been posted to the employee portal, Connect. As might be expected, the desire for improved communication was the most common survey finding. Agency and Department Heads are responsible for submitting a plan for survey follow up to the County Executive by May 14, 2014. The Administration plans to conduct a follow-up survey again in FY 2015 to assess our progress on the issues raised in the FY 2014 survey.

ESA Learning and Employee Development (LED): The advent of learning management software Saba via the sccLearn portal has made it much easier to disseminate a wide variety of course material to County employees. In 2010, the initiative to create an e-learning system for the County originated with a CLT team, and the content offered includes both mandated and discretionary courses. A wide variety of learning opportunities and professional development tools are available to employees via the LED portal and sccLearn.

CEMA Cross-Departmental Opportunity Pilot Program: Otherwise known as the “10% Program,” this new pilot program aims to maximize the interests and experiences of selected employees in CEMA-represented classifications by providing opportunities to work on short-term projects in departments across the County and to leverage and/or develop the talent and expertise of represented employees for effective County operations. The pilot, which will have an application form in the County’s Human Resources system NeoGov, is slated to last for 6 months, and will

be evaluated around the end of the calendar year. Lessons learned from the pilot will inform how the program proceeds beyond the pilot phase.

Networking, mentoring and coaching: It is critical that the County take proactive measures to retain our current employees. A combination of formal and informal methods to develop employees and executives are being considered for implementation during FY 2015,

Connect Portal: In February 2014, the County launched a new employee portal designed to empower and connect County employees to be more efficient with access to the right information, at the right time, to the right employee, through a centralized location with multiple access channels.

Using Connect, County employees are able to get and stay connected and informed on County information, policies, forms, and employment information. Employees can discover current site trends such as top searches by other employees, a new County Executive Corner, allowing direct communication with the executives, training news, and valuable resources for employees such as personalized employment information concerning payroll, benefits, vacation and sick leave balances.

Response to the new portal has been quite positive, and it has the potential to greatly improve employees’ options in terms of gathering information related to their work, as well as to stay connected and informed about a wide range of County initiatives and programs. The Administration is committed to providing fresh content for the portal on an ongoing basis.

The Way We Treat One Another

Just Culture: In FY 2013, the County Executive introduced a program to the County called Just Culture. “Just Culture” is a mindset which:

- Provides a foundation for viewing how humans and systems work together
- Applies principles of systems thinking
- Acknowledges that mistakes can be minimized and successes maximized
- Creates an expectation of individuals and system operations

- Shares accountability for organizational operations
- Creates awareness of the processes that do and do not create good outcomes for the organization.

The Just Culture model is designed to help change an organization's culture by placing less focus on events, errors and outcomes, and more focus on risk, system design, and the management of behavioral choices. It does this by defining three manageable behaviors based on an event's degree of risk—human error, at-risk behavior and reckless behavior—and it strongly encourages the creation of an environment of free and open reporting within process systems. This approach helps build a culture which encourages coaching and honesty at all levels, in order to bring about the best possible outcomes.

In FY 2014, selected leaders were trained in Just Culture, and many of those leaders conducted training for 30 or more individuals within their departments. To date, the roll out of Just Culture has been at the discretion of the departments, but currently, training is being developed for trainers in departments, both at the CEMA and Executive levels, to deliver training on the general topic of Just Culture. Learning and Employee Development will also offer training on specific elements of Just Culture, which could include the following topics:

- Evaluation of Risk Continuum
- Role of Individual Behavior
- Clear Job Expectations
- Recognition of Systems at Work
- Root Cause Analysis
- Discipline that fits the situation
- Communicating new processes to employees
- Reporting and feedback mechanisms
- Transparent and timely operational goals.

We anticipate that training on Just Culture will begin in late summer of FY 2015.

Vision Elements (Seven Samurai)

The Seven Vision Elements, while new to the County, are related to concepts of teamwork that have existed for centuries. The Vision Elements are basic rules of nature that govern how groups in society interact. They are intended to remind us of our fundamental purpose and guide our work over the next five-to-seven years. It

is the responsibility of the executive leaders to shepherd the Vision Elements. They are:

Customer Focus: Santa Clara County is, first and foremost, a service organization, and we must think about the impact our actions have on our customers.

Performance Measurement and Results: In order to know whether or not our programs are meeting their objectives, we need to create a baseline metric and continually review actual results.

Reduce the Cost of Services: We must use resources carefully and be creative when problem-solving to provide the customer the best service at the lowest cost.

Employee Empowerment and Engagement: Each employee has a valuable role to play in the organization, and we need to recognize our impact on the client and the County as a whole.

Use of Latent Talent and Resources: We need to allow employees to contribute their skills in meaningful ways.

Consolidation Where Needed: We need to eliminate duplication of effort and processes that don't create value for the customer.

Build Bench Strength: We need to share our knowledge and experience so that we can all learn from one another and create a lasting learning organization.

Training on the Vision Elements for executive leaders was first offered in 2012, and will be provided again in 2014, along with new training geared for new executive leaders.

Conclusion

The Learning Organization is fostered through multiple approaches to engaging employees and reflecting on continuous improvement opportunities. In some cases, the opportunity presents itself as a "burning platform," and in others, via conversation and dialog among employees and their leaders.

The Administration is committed to the continued forward progress that results from careful examination, experimentation, and the creation of new experiences. Our employees at all levels have shown that they care greatly about their customers, and the elements of the learning organization will help them to demonstrate the results of their efforts.

Center for Leadership and Transformation Team Status Overview

I Love VMC Rapid Transformation: Advance Practice Practitioners Billing	
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Improve and streamline billing processes for Advance Practice Practitioners (APP); ◆ Develop APP program to meet or exceed community standards; ◆ Improve outcomes and experience for patients through APP utilization in both primary and specialty care; ◆ Explore and expand APP to Pharmacists who are now included in law as APP, thus current work may be billable.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Achieve accurate, efficient, and timely billing for services and visits provided by APP; ◆ Reduce the manual process in Patient Billing Services through credentialing and process improvement in HealthLink; ◆ Maintain strong APP leadership and connection in the organization; ◆ Improve APP hiring, credentialing, orientation, and performance evaluation process; ◆ Expand utilization and efficiency in primary and specialty care through APP; ◆ Increase revenue through designation of Pharmacists as APP and efficient billing processes.
Next Steps	<ul style="list-style-type: none"> ◆ Streamline APP referral and provider status utilizing HealthLink; ◆ Determine feasibility and cost/revenue benefit of expanding APP in all settings; ◆ Coordinate APP utilization in additional settings and cross-functional teams throughout the Santa Clara Valley Health & Hospital System.

I Love VMC Rapid Transformation: Breast Center Imaging	
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Streamline Breast Imaging to meet or exceed community standard; ◆ Improve patient and staff experience with breast imaging process; ◆ Develop and utilize HealthLink to full potential using conditional order sets and reporting detail; ◆ Develop plan and structure for Breast Center; ◆ Determine feasibility for one visit for breast imaging (Mammography & Ultrasound); ◆ Attain Breast Center of Excellence accreditation.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Decrease non-value added time by 1-2 days in breast imaging (wait time, appointment availability); ◆ Improve quality of service and patient experience through meeting accreditation standards; ◆ Develop Breast Center for Women and Children's Health service line.
Next Steps	<ul style="list-style-type: none"> ◆ Determine timeline for the service after complete implementation of HealthLink order sets; ◆ Continue building plan for Breast Imaging area within Diagnostic Imaging department; ◆ Develop project plan for altering schedule to one visit schedule for Breast Imaging; ◆ Recruit and hire additional budgeted staff (ultrasound technicians and women's imaging physician).



I Love VMC Rapid Transformation: Call Center Access

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent and Resources
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Parallel process matching My Health On Line with messaging and appointments through the Valley Connection IVR system; ◆ Implement a SCVMC-based nurse advice service 24hrs/7days a week; ◆ Improve and enhance staff development training and performance for Health Service Representative (HSR) staff at Valley Connection.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Current pilot project produced 75% reduction in calls to the Moorpark Clinic; ◆ Messaging system between Valley Connection and clinic sites using HealthLink as tool and resource; ◆ Plan for implementation of nurse-based advice system in connection with Valley Connection; ◆ “Pod”-based system to route calls to trained staff specific to clinic sites using IVR technology; ◆ Expand education and use two-way communication, to include a web-based tool for communication and education between Valley Connection, as well as clinic sites; ◆ Ongoing education and training for HSRs at Valley Connection; ◆ Increase retention and performance at Valley Connection.
Next Steps	<ul style="list-style-type: none"> ◆ Expand current messaging pilot to additional clinic sites; ◆ Test and promote bi-directional communication and clinic-specific information on web-based platform.

I Love VMC Rapid Transformation: Care Transitions

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Reduce the Cost of Services ◆ Consolidation Where Needed ◆ Use of Latent Talent and Resources
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Decrease readmissions within 30 days; ◆ Improve discharge instruction and medication compliance after discharge; ◆ Improve follow up visit timeliness and compliance with provider after discharge; ◆ Develop and implement process for patient risk stratification for patients on the Medicine Service.

I Love VMC Rapid Transformation: Care Transitions

Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Decrease cost related to Emergency Department visits and/or readmission to hospital for high-utilization, high-risk patients; ◆ Improve overall health of patients with medication compliance, early follow up, and medication management; ◆ Identify and respond to specific needs through communication and follow up for high-risk patients. <ul style="list-style-type: none"> ◆ Discharge Counseling by a Pharmacist for moderate and high-risk patients – projected \$800,000 saved in first year. ◆ Home visits by Public Health Nurse for high-risk patients – \$160,000 saved in first 45 patients enrolled. ◆ Retraining of Medical Unit Clerks for scheduling in PATCH Discharge clinic for patients without a Primary Care Provider (50% of medicine patients).
Next Steps	<ul style="list-style-type: none"> ◆ Propose additional resources to augment program; ◆ Investigate further integration of ancillary service involvement on team (respiratory therapy, nursing); ◆ Determine feasibility of additional collaboration with the Santa Clara Valley Health & Hospital System partners (Drug and Alcohol Services, Mental Health Services, Public Health, and community partners).

I Love VMC Rapid Transformation: Compliance Strategic Team

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Reduce the Cost of Services
Desired Outcome of Project	Assist the SCVHHS in structuring an Ethics and Compliance Program that is proactive and fully supported by all staff and departments throughout the organization.
Primary Benefits/Outcomes of Project to Date	Project is now underway, with a new Chief Ethics and Compliance Officer who was hired in February 2014. Compliance Champions were identified by the Department. These Champions will interact with employees, patients and family members and the Office of Ethics and Compliance. It is expected this model will assist the organization in meeting its ethics and compliance goals and in identifying and resolving issues in a proactive and collaborative manner.
Next Steps	<ul style="list-style-type: none"> ◆ Continue to identify roles and expectations for the Compliance Champions. ◆ Develop strategies and plans with the Compliance Champions for assessing and mitigating risk, educating the workforce, and garnering support and visibility for the Ethics and Compliance program. ◆ Develop and implement structural processes to ensure continued compliance with the Office of the Inspector General's 7-Elements of An Effective Compliance Program. ◆ Develop and implement structural mechanisms to improve communication and staff recognition. ◆ Develop and implement structural mechanism for educating, monitoring, and reporting on ethical behavior.

I Love VMC Rapid Transformation: Employee Training/Engagement

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Employee Empowerment and Engagement ◆ Build Bench Strength
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Engagement survey with actionable results by department leaders; ◆ Training needs assessment and plan for Valley Connection staff.



I Love VMC Rapid Transformation: Employee Training/Engagement

Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Survey language completed and approved by Labor and Legal; ◆ Engagement of Valley Connection staff in learning and working on training for areas of need.
Next Steps	<ul style="list-style-type: none"> ◆ Administer survey (May 2014); ◆ Analyze results in conjunction with other surveys completed by the County Executive's Office and Educational Department; ◆ Transfer training work with Valley Connections to Call Center team; Close project.

I Love VMC Rapid Transformation: Financial Stewardship

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Use of Latent Talent and Resources
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Develop and distribute a payroll report that is actionable and available every two weeks; ◆ Train mid-level managers on health care financial process and expand knowledge base and use of financial data in day-to-day operational decisions.
Primary Benefits/Outcomes of Project to Date	Report created from MPC with trended and two week payroll data; Financial Basics taught to approximately 75 Assistant Nurse Managers through acute and ambulatory departments.
Next Steps	Automate and ensure data integrity of report; Close project.

I Love VMC Rapid Transformation: Patient Flow

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services ◆ Consolidation Where Needed
Desired Outcome of Project	Improve overall flow of admissions from arrival to Emergency Department to discharge from the acute care setting.

I Love VMC Rapid Transformation: Patient Flow

Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Improve capacity for admission and transfers into acute hospital setting (90-day run rate is 13 patients a day higher than 365-day run rate); ◆ Streamline discharge process through multidisciplinary rounds (Medicine team orders before 11:30 a.m. trending at 44% versus the whole organization at 33% without MDR); ◆ Identify barriers to efficient care provision such as availability of telemetry beds and common “conditional” orders; ◆ Reduce use of hospital beds for non-acute patients who could be discharged to a lower level of care, but lack financial means to pay for ongoing care needs (i.e., homeless) (Non-acute patients have declined from 13 a day on average to 7-9 a day on average); ◆ Develop and implement process for admissions before midnight beginning in the ED (implemented 4/7/14); ◆ Engage multiple layers of the organization to the challenges to a successful admission and discharge process; ◆ Develop and distribute a “Flow Dashboard” with consistency and accuracy to metrics that reflect work to improve the process.
Next Steps	<ul style="list-style-type: none"> ◆ Review all steps taken and progress made on current flow team; ◆ Determine what aspects of flow improvement can be spread across the organization; ◆ Identify charge capture for admission process change in the ED; ◆ Determine additional project items and how to ensure changes “stick”; ◆ Finalize “Flow Dashboard.”

I Love VMC Rapid Transformation: Women and Children’s Health Service Line: The Delivery Experience

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Consolidation Where Needed ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Improve the efficiency of the Labor and Delivery Operating Room (OR); ◆ Expand L&D OR to include post-partum elective procedures; ◆ Improve the aesthetic appearance of patient rooms for new mothers; ◆ Increase private room capacity for new mothers and fathers.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Station B Maternal Child Care unit renovated and reopened; ◆ L&D OR performed elective procedures for new mothers prior to discharge.
Next Steps	<ul style="list-style-type: none"> ◆ Trend OR start time and utilization over time; ◆ Review staffing of L&D for nursing and provider staff; ◆ Investigate potential need for Women’s Urgent Care for gynecological and obstetric needs and improve experience in the ED.



I Love VMC Rapid Transformation: Patient Experience

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Develop a strategy to implement in one area; ◆ Improve customer experience results in specific area and spread to additional departments after successful pilot.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Pilot area developed; Kickoff April 14, 2014; ◆ Training and front line staff engagement; ◆ Increase involvement of volunteer program to enhance patient experience.
Next Steps	<ul style="list-style-type: none"> ◆ Develop and report specific patient experience data to staff involved in pilot area; ◆ Consider specific elements that can be sustained in current pilot area; ◆ Determine specific elements to spread to next department/unit/area for spread across organization.

I Love VMC Rapid Transformation: Rehabilitation Service Line

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Performance Measurements and Results ◆ Use of Latent Talent and Resources ◆ Build Bench Strength
Desired Outcome of Project	Increase patient days and census in acute rehabilitation, pediatric rehabilitation, and rehabilitation trauma center.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Grow service line and develop additional relationships with outside partners to market the program and services within and beyond the current region. ◆ Identify and utilize internal talent to determine steps and plan for growth of service line.
Next Steps	<ul style="list-style-type: none"> ◆ Rehabilitation Leadership Team Retreat (planning for spring 2014); ◆ Incorporate current projects into overall vision and organizational priorities to develop a plan and steps to move team forward.

I Love VMC Rapid Transformation: Specialty Center Phone Access

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Employee Empowerment and Engagement ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Telephone calls to specialty clinics answered and attended to within 5 minutes; ◆ Decrease abandonment rate to less than 10%; ◆ Track referral accuracy; ◆ Improve communication between specialty and referring providers; ◆ Increase efficiency for front line staff scheduling appointments; ◆ Decrease duplicative referrals; Decrease raw number of referrals not seen by specialist.



I Love VMC Rapid Transformation: Specialty Center Phone Access

Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Root cause analysis – referral rate to access to provider; ◆ Telecom quotes for technology improvements; ◆ Referral/scheduling guidelines for gastroenterology (GI) clinic completed and distributed to community partner clinics; Specialty referral report developed and validated.
Next Steps	<ul style="list-style-type: none"> ◆ Determine technology budget for upgrade and maximize results within allotted budget; ◆ Stratify data for all specialty areas after completion of GI clinic review; ◆ Message pilot extension to GI clinic from Valley Connections pilot with Moorpark (target spring 2014); ◆ Connect real-time clinic schedule to My Health On Line cancellations by referred patients; ◆ Consider/brainstorm innovative solutions to access to first time appointment requests.

Cross-Boundary: Project North Star

Departments Involved	<ul style="list-style-type: none"> ◆ Health and Hospital System ◆ Social Services Agency
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Performance Measurement and Results
Desired Outcome of Project	Provide health services to clients in a timely fashion, streamline enrollment into Medi-Cal, improve communications between the two agencies and reduce the need for clients to make multiple trips to either agency in order to enroll in Medi-Cal.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Implemented a web-based Medi-Cal query tool that Santa Clara Valley Health & Hospital System (SCVHHS) staff uses to check patients' Medi-Cal status. Previously, SCVHHS staff checked Medi-Cal status either via phone call or e-mail, and someone at SSA needed to research and respond. The Medi-Cal query tool saves time and money. ◆ The SSA and the SCVHHS, working in partnership, transitioned approximately 19,000 Valley Care/ Low-Income Health Program enrollees to Medi-Cal.
Next Steps	With the completion of the Valley Care to Medi-Cal transition, the Project North Star CLT has ended. However, the SSA and the SCVHHS will continue to work together to streamline Medi-Cal enrollment where opportunities exist. Through the CLT, the two agencies, at the highest levels, established good lines of communication and coalesced around a shared sense of mission in terms of getting people enrolled into the health insurance program for which they are eligible. Both agencies will continue to support each other in this mission.

Planning and Development: Transformation and Modernization (TM) Project

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Performance Measurement and Results ◆ Reduce the Cost of Services
Desired Outcome of Project	Decrease the time, expense, and frustration of obtaining development permits by streamlining workflow and modernizing supporting information technology. The goal is to achieve a twenty percent increase in customer satisfaction scores and a forty percent decrease in average elapsed permit processing time for all permits processed in 2015 compared to a 2013 baseline.



Planning and Development: Transformation and Modernization (TM) Project

Primary Benefits/Outcomes of Project to Date	<p>The project has:</p> <ul style="list-style-type: none"> ◆ Identified highest priority customer needs after discussions and focus group exercises with over 150 customers. ◆ United staff to achieve a common set of objectives, documented in a project Strategic Plan. ◆ Using newly innovated permitting practices, staff handled a four-fold spike in quarterly building permit activity under accelerated timeframes, processing every major permit during this period within targeted timeframes. ◆ Processed a pilot set of permit applications using streamlined techniques and achieved, or are on track to achieve, a 40% reduction in elapsed permit processing time. ◆ Created an online electronic application submittal and plan check process for customers and trained staff to do paperless, E-permit processing and plan checking. ◆ Created a parking pass system for the convenience of permit office customers. ◆ Initiated systematic customer survey program. Early results show significant improvement over baseline, pre-project feedback.
Next Steps	<p>Continue implementation of TM Project Strategic Plan projects:</p> <ul style="list-style-type: none"> ◆ Create and staff a Central Permit Office and consolidate the building, engineering, and fire divisions into a single Development Services Division. ◆ Remodel the Office to support over-the-counter permit application review and cross-functional, team-oriented permit processing. ◆ Re-engineer the permit process and procure new permit workflow automation and database software. ◆ Launch new customer-oriented Department website. ◆ Initiate Learning Organization and Just Culture staff communication, empowerment, recognition and training projects.
Additional Comments	<p>Staff of the Department of Planning and Development, in coordination with staff from the Departments of Environmental Health and Roads and Airports, process over 4,000 development permit applications annually. An expedited, efficient, and predictable permitting process will benefit applicants, stimulate economic growth, and result in high-quality development, consistent with regulatory standards and community expectations.</p>

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

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent ◆ Build Bench Strength
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Implement a majority of the 23 significant recommendations, which were developed by the five STAR teams through the three phases of the transformation process. ◆ Further engage staff in improving customer service, accessing community partnerships and other resources, charting a course towards a sustainable plan for operating the regional parks system, and measuring and communicating the value of the Department's services to County residents and visitors.



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

Primary Benefits/Outcomes of Project to Date	With the process currently in the implementation phase, the majority of the 23 recommendations have been absorbed into the work plans of the applicable units and divisions of the Department. Examples include: the Real Estate unit developing an agreement, which will enable the Department to lease property for revenue producing cell phone sites; the Construction unit increasing alternative camping opportunities through the expansion of the yurt/cabin loop at Mt. Madonna Park; and the Customer and Business Services unit progressing towards user friendly and consistent signage at all parks. Cross divisional project teams are focusing on implementing additional recommendations. Teams have been created to address the energy efficiency of the Department's buildings, improve the Department's fleet, create an annual report, and thoroughly analyze the Department's pricing strategies and fee philosophy. Several recommendations will be addressed at a later date with the addition of new positions and/or resources, such as the development of a comprehensive partnership, sponsorship, and donation program by a new "Partnership" Manager position.
Next Steps	The Department is hoping to sustain the momentum of the transformation effort through continued engagement of the STAR Team members, additional CLT training for mid-level managers and supervisors, and cross functional integration at the park unit level. A new opportunity, named Parks Solutions, will further engage and empower employees in the transformation of the Department by giving them the chance to share their ideas via a solutions box or address a topic of concern through the creation of a new team.

Santa Clara County Library District (SCCLD): Adding Value to the Community

Vision Elements Addressed by the Project	◆ Customer/Client Focus
Desired Outcome of Project	Increase visibility of library services and public awareness of and support for the Library's offerings, resulting in increased engagement.
Primary Benefits/Outcomes of Project to Date	<p>Conducting a Return on Investment Study:</p> <ul style="list-style-type: none"> ◆ From April – June 2013, the Library District contracted with BERK to do a Return on Investment study, funded by a generous donation from the Cupertino Library Foundation. As indicated in the Executive Summary, the study revealed as much as a 400% return on taxpayers' investment for Library District residents. This study provided both quantitative and qualitative data to support its findings, and BERK estimated the value of Library services to its patrons to be between \$83 million and \$171.8 million. ◆ The quantifiable services for which the value could be easily measured included the borrowing of materials, ongoing children's programs, online database searches, and many more. The study also noted that when the value of services was divided by the Library District's annual operating expenditures, the results show that for every dollar spent the community receives \$2.50 – \$5.17 in direct benefits. ◆ Additionally, the comprehensive BERK report included interviews with key community stakeholders who identified numerous broader community benefits, such as increased success in school, career, and life resulting from early literacy efforts, as well as improved health outcomes and reduced medical costs to individuals and society. Both the executive summary and the complete study are posted on the District's web site, and copies were widely distributed in local communities. ◆ A news release issued by the Library District generated substantial interest from local print and online news organizations. In addition, the findings were featured in the August 2013 edition of the District's eNewsletter.



Santa Clara County Library District (SCCLD): Adding Value to the Community

Primary Benefits/Outcomes of Project to Date (continued)

Conducting Extensive Community and Virtual Outreach to Promote the Library's Value Proposition:

- ◆ Throughout the 2013 calendar year, each community library, the Bookmobile, and Virtual Library staff conducted extensive community and virtual outreach to share the District's "high ROI" value proposition with the public.
- ◆ Outreach efforts were conducted by Outreach Squads consisting of librarians, clerks, pages, and stakeholders in each community. Libraries were equipped with Outreach Kits consisting of SCCLD branded items including tablecloths, pop-up canopies, display racks, fliers, and giveaway items (bookmarks, pencils, stress balls, flash drives, coffee mugs, book bags, etc.).
- ◆ Outreach extended to parades and annual festivals, farmers markets, speaking at community meetings, and running library card drives at elementary, middle and high schools. In tandem with these efforts, staff created hundreds of blog entries featured on the District's web site to bring awareness to local library events, resources, and specialized services.

Outcomes

- ◆ The primary goal of this public awareness campaign was to achieve a 15% increase in District resident cardholders by December 2013. In February 2013, the number of Library District resident cardholders was 174,541. By September 2013, the number increased to 188,217 resident cardholders. The number continued to increase so that in December 2013, there were 194,174 District resident cardholders. This represents an 11.2% increase in District resident cardholders during the 2013 calendar year. Although this increase falls short of the District's ambitious target of 15%, the results are notable. Moreover, the supplemental benchmarks revealed substantial gains in the areas identified below, which have generated excitement from both staff and stakeholders.

Santa Clara County Library Districtwide Outreach Event Statistics:

- ◆ The District did not start tracking outreach statistics until July 2012. In 2013, Library staff participated in a total of 493 outreach events and reached 39,260 people.
- ◆ From 2012 to 2013, the number of library programs offered increased 18%, and the number of attendees increased by more than 12%.
- ◆ The number of visits increased 2% from 2012 to 2013.
- ◆ There was a 64% increase in unique web page visits from FY 2012 to 2013.

Lessons Learned

- ◆ There were lessons learned from this project. First, when Library staff designed the "Sharing Starts Here" video, two libraries were not included in the first version of the video because of a very tight budget, as well as filming and production schedules. After the video was shown to Library stakeholders from all communities, this omission was questioned. Accordingly, staff coordinated a second filming session and added the footage of the omitted libraries to the video. The revised video provided a complete representation of the District's community libraries, and staff learned the importance of fostering equity among all communities served by the District.
- ◆ Despite these fantastic results, the Library District's annual circulation statistics are declining. Staff will need to regroup to find creative ways to bring greater public awareness to the Library's excellent collection of materials.
- ◆ The Library District is still building its list of local and County media contacts. Accordingly, staff have not always been successful in using these contacts to effectively distribute news and press releases throughout the County. On a related note, Library staff are working on further integration of social media tools into the District's public awareness efforts. To date, the Library has a strong presence on Facebook, and is working to establish a more robust presence on Twitter, Instagram and Pinterest.

Next Steps

Continue to build on the momentum of the CLT project to deliver more community outreach and reach a broader segment of the communities served.



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

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Reduce welfare and public assistance overpayments/over issuances. ◆ Improve client satisfaction by streamlining overpayment and debt process, and improving accuracy of debts established and debt amounts. ◆ Reduce Agency time and expense from appeals due to late establishment of debts or inaccurate debt amount, or failure to provide client with debt notice/notice of action. ◆ Improve recovery of overpayments/over issuances. ◆ Improve accuracy of debts established and debt and debtor information to improve debt recovery and reduce uncollectable debts. ◆ Improve Agency's ability to focus on collectable debts by writing off uncollectable debts (including General Assistance debts). ◆ Upgrade and improve automation in Collections. ◆ Provide training for Collections related to eligibility process to improve client satisfaction by being able to respond to questions rather than transfer client calls to multiple other departments. ◆ Provide training for Eligibility staff on link between eligibility process and increased County debt.
Primary Benefits/Outcomes of Project to Date	<p>Online Web Debt Payment System</p> <ul style="list-style-type: none"> ◆ In July 2013, Financial Management Services (FMS) launched the web system for clients to make online debt payments, which led to improved client focus and accessibility. ◆ 1,762 online debt payments received for the 7-month period July 2013 through February 2014 (avg. 340 payments per month). ◆ Online payment information automatically uploaded from banking system to VACS (collections systems) and eliminates manual entry of payment information into VACS. ◆ Improved performance and reduced cost through the elimination of manual entry of payment information into VACS. <p>Interactive Voice Response (IVR) Telephone Debt Payment System (launch May 2014)</p> <ul style="list-style-type: none"> ◆ IVR will enable clients to make payments by telephone and will enhance client focus and accessibility. ◆ IVR launch will include English and Spanish capability. ◆ IVR payment information will be automatically uploaded from banking system to VACS (collections system), and eliminates manual entry of payment information into VACS. ◆ IVR will improve performance and reduce cost through elimination of manual entry of payment information into VACS. <p>Suspended Overpayment Claims</p> <ul style="list-style-type: none"> ◆ FMS Eligibility Examiner completed transition of more than 1,000 "suspended claims" in eligibility determination system (2,000 suspended claims remaining). ◆ Valid overpayment claims were transferred to Collections for debt recovery; effective time management through focus on only valid debts. ◆ Invalid overpayment claims were terminated and clients notified; improved customer service by eliminating the need for clients to appeal invalid overpayment debts; effective time management of Eligibility Workers and Appeals Unit by resolving invalid debts prior to initiating appeals process.



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

Next Steps	<ul style="list-style-type: none"> ◆ Complete development and implementation of General Assistance (GA) loan write offs resulting from program transition from “GA loans” to “recoverable GA grants.” ◆ Complete write off process for other aged welfare debts related to Collection and Eligibility system interface failure (now beyond allowable collection timeline). Continue to research and resolve system interface issues between Collection and Eligibility systems. ◆ Implement Collections’ client correspondence changes to include multiple languages.
Additional Comments	In FY 2014, Financial Management Services (FMS) Collections & Debt Management, SSA Information Systems, and the Department of Employment & Benefit Services continued the CLT process to further enhance client services and satisfaction, and to institutionalize more effective business processes through the use of technology. The continued support through the County Executive’s Office created the visibility, resources and support needed for exponential and sustainable change.

Social Services Agency (SSA): Public Guardian’s Office & Adult Protective Services Collaboration

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent and Resources ◆ Consolidation Where Needed ◆ Build Bench Strength
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Formal MOU between the Public Guardian’s Office and Adult Protective Services (APS). ◆ Codified referral process for Probate referrals received from the community and APS.
Primary Benefits/Outcomes of Project to Date	Project is launching in May 2014 after a team attended a CLT class in January 2014.
Next Steps	SSA will identify specific metrics to measure improvement in the areas identified above.

Controller-Treasurer Department: ePayable Program

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce Cost of Services
Desired Outcome of Project	Increase rebate revenues to the County. Provided another payment method to vendors through the issuance of a pre-loaded debit card, in addition to ACH and warrant payments.
Primary Benefits/Outcomes of Project to Date	The County has realized revenues in excess of \$600,000 in FY 2014 and expects to generate additional revenue in the future. The Department also realized cost savings, achieved timely payments, and reduced the County’s exposure.
Next Steps	Department is working with the bank to initiate another campaign to increase vendor participation in the program.



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

Vision Elements Addressed by the Project	◆ Customer/Client Focus
Desired Outcome of Project	With the replacement of the AS400, it is expected that the CRO's back end system will now have features and support conducive to that of a modern office. The CRO anticipates this advancement to equate to significant customer interface improvements for both internal and external customers; cost savings to maintain and update; and, there will be additional features available to customers and staff currently unavailable to the Office.
Primary Benefits/Outcomes of Project to Date	RFP process is underway
Next Steps	The CRO is currently working with Procurement in the RFP process with an expected selection of vendor(s) in June/July 2014.

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

Vision Elements Addressed by the Project	◆ Customer/Client Focus
Desired Outcome of Project	The Call Center was developed to address the significant number of customer calls received daily by the Office. It was expected to streamline the call-in process for customers, while keeping the customer in contact with a "live" representative that could answer their questions.
Primary Benefits/Outcomes of Project to Date	The Call Center has been a success since its inception in September 2011. The customers have benefited from the direct contact with a representative of the Office while not being subjected to lengthy hold times or simply being placed in a voicemail inbox.
Next Steps	The Call Center Open House was held in November 2011. The Department is now gearing toward more enhancements to the system where customers will be given the wait time information and the option where they will be kept in queue and the system will give them a call back.

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

Vision Elements Addressed by the Project	◆ Customer/Client Focus
Desired Outcome of Project	Since the Wedding Chapel's creation in June 1999, it has not been updated, yet dozens of ceremonies a week take place in it. The CRO was seeking a modern and fresh look to the Chapel for the couples that choose to be married by the Office.
Primary Benefits/Outcomes of Project to Date	Customers have enjoyed their ceremonies in the newly renovated Chapel.
Next Steps	Completed as of August 2013.



Cross-Boundary: Countywide Parking Management Task Force

Departments Included	<ul style="list-style-type: none"> ◆ Department of Revenue (lead) ◆ County Executive's Office ◆ Facilities and Fleet Department ◆ Employee Services Agency ◆ Parks and Recreation ◆ Sheriff's Office ◆ Health and Hospital System ◆ Social Services Agency
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Build Bench Strength
Desired Outcome of Project	Review Countywide parking program and update, streamline, and improve efficiencies and interdepartmental coordination. Add features to support County policies regarding public access and environmental goals.
Primary Benefits/Outcomes of Project to Date	<p>This project has stabilized. It has become an ongoing part of operations following its first year where the County's basic parking program was revised and updated with many new and improved features. A Countywide oversight committee (PERC – Parking Enforcement Review Committee) maintains centralized parking guidelines, reviews new issues, and responds to inquiries. In the last year, further accomplishments include the following:</p> <ul style="list-style-type: none"> ◆ County employee survey to determine clean air vehicle usage. ◆ Preliminary investigation of new permitting system. ◆ Assistance to VTA (Valley Transportation Authority) regarding options for parking citation processing services.
Next Steps	This program is concluded as a CLT project, but will continue its charge under the leadership of PERC. For future activities, there are a number of areas that will receive attention, such as analysis of survey results regarding employee usage of clean air vehicles, continued review and updating of County lot permitting and signage, and the addition of updated enforcement equipment (electronic hand held devices).
Additional Comments	Broad scope; cross-agency collaboration and coordination.

Department of Revenue (DOR) – Emergency Response

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Employee Empowerment and Engagement ◆ Build Bench Strength
Desired Outcome of Project	Develop DOR safety protocols/procedure for emergency events (e.g., threatening visitor, robbery, evacuation) that include drill models, procedures, and trainings. Increase employee confidence and comfort that effective workplace safety measures are in place.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Conducted department-wide survey of employees regarding workplace safety concerns and ideas. Feedback from survey contributed to subsequent decision to add several security measures, i.e., door alarms, lobby cameras, and evening security patrol. ◆ Organized site evaluation, as well as presentation and training, for all staff provided by Sheriff's Office.



Department of Revenue (DOR) – Emergency Response

Next Steps	Development of procedures and drill protocols. Conduct drills and evaluate. Develop recommended departmental policy regarding measures to prevent workplace violence or threatening behavior.
Additional Comments	Safety is a concern among DOR employees. DOR is committed to serving a wide range of citizens, some of whom can be under severe stress. Providing services to these and other persons can place County employees in a position of vulnerability to violence or threatening behavior.

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

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Employee Empowerment and Engagement ◆ Consolidation Where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Scan and link DOR documents to accounts in the CUBS system. CUBS is used for the management and organization of the accounts payable database, workflow, and related collection processes. ◆ Improved efficiency and effectiveness of DOR collections processes by providing backup documentation to collectors in electronic rather than hard copy format.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Better/faster customer service, higher employee productivity, simultaneous access to all staff. Staff can access needed documents more easily and quickly. ◆ Reduced paper storage requirements easing current space shortage. ◆ Scan staffing secured and scanning equipment updated and increased. ◆ For selected high-priority document types, older records have been added to the database. ◆ Review of original implementation to review staff feedback and identify improvements or further changes that need to be made.
Next Steps	<ul style="list-style-type: none"> ◆ Update training and set up ongoing schedule for new employees and refreshers for others. ◆ Record retention policy and schedule. ◆ Floor remodel to incorporate additional space freed up from project.
Additional Comments	Multi-dimensional direct and positive impact on all DOR staff.

Department of Revenue (DOR) – Web Site

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent and Resources
Desired Outcome of Project	<p>Mission Statement: "To create a well-designed public DOR website that is convenient, efficient and user friendly."</p> <ul style="list-style-type: none"> ◆ Review of DOR public portal as well as other media, which provide DOR's public face and information. ◆ Update information, format and presentation, and technological capacities of DOR web site. ◆ Improve customer friendliness in terms of navigation, logic and clarity, and visual attractiveness. ◆ Create "intranet" site for internal DOR use.



Department of Revenue (DOR) – Web Site

Primary Benefits/Outcomes of Project to Date	After the first year, which included staff and public surveys, as well presentations to staff outlining the project scope and plans, the project team has completed a draft redesign and created a new web portal under the test site. Changes include easier navigation features, updated and clearer language (e.g., FAQs), and enhanced appearance. To gather feedback from various audience groups, the tentative product is undergoing review rounds. Concurrently, any immediate issues regarding the web site are also tended, e.g., informational updates and changes.
Next Steps	Incorporation of audience feedback into new site design and final presentations.
Additional Comments	High energy and enthusiasm about the project.

Department of Revenue (DOR) – Acumen Account Scoring

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Employee Empowerment and Engagement ◆ Consolidation Where Needed ◆ Building Bench Strength
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Improve collections and control costs by scoring CUBS accounts. ◆ Data-mining of account data formulates a profile for each account that informs on its “collectability.” Automated processes then categorize and place accounts in queue for optimal collection strategies. ◆ Improve and streamline processes and workflow by reducing duplication, adding checkpoints, and maximizing automation of existing manual processes, thereby freeing up collector and support staff for direct collections activities.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Full past DOR database has been scored; new incoming accounts are scored as they arrive. ◆ Accounts are automatically prioritized and distributed for collector activity. ◆ Detailed process review and analysis is in progress. ◆ Automated address correction on mail returns and telephone correction has been implemented.
Next Steps	<ul style="list-style-type: none"> ◆ Continue detailed review of all collection processes to improve workflow via automation and elimination of manual steps, e.g., improved employment search processes and acquiring bankruptcy/deceased information. ◆ Examination of re-engineering possibilities, e.g., account pooling, packeting, new dialer campaigns. ◆ Development of improved and customized reporting capability such as creation of new Business Objects reports that will be scheduled to print at pre-defined intervals. ◆ Identification of public sector (vs private sector) collection constraints and development of public sector model to maximize processes.
Additional Comments	This new tool has been available and successful in the private sector for a long time, and now DOR is on the cutting edge of helping to develop it for public sector collections.



Tax Collector's Office: Building and Expanding Service Tools (BEST)	
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Reduce the Cost of Services
Desired Outcome of Project	<p>Improve customer service to taxpayers on three fronts:</p> <ul style="list-style-type: none"> ◆ In Person: The Tax Collector's Lobby was in need of updating. The signs were outdated, the queues were confusing, and the placement of staff was not optimized. ◆ Phone: When customers called the Tax Collector's Office main number, their calls would be funneled into the Tax Information unit, who would "triage" and, if necessary, forward the calls to the proper unit within the office. Staff cuts, leaves of absence, and increasing calls from the public have led to longer waiting times before a member of the public is able to speak with a staff member. Furthermore, many calls needed to then be transferred to another unit, causing frustration to the caller. ◆ Internet: This issue was similar to the telephone issue in that all mail was going to one mailbox. This mailbox was monitored by one staff person. Again the mail was "triaged" and, if necessary, sent to the proper unit for handling.
Primary Benefits/Outcomes of Project to Date	<p>Service to customers has significantly improved through the following changes:</p> <p>In Person:</p> <ul style="list-style-type: none"> ◆ Improvement of the lobby signs to direct the customers to the correct area. ◆ Utilization of an electronic queuing system to streamline customer flow and easily direct customers to the proper window for service. ◆ Designation of one of the windows as the primary window. This window is ADA compliant. ◆ Implementation of two types of queues, depending on the time of the year and volume of expected customers. <p>Phone:</p> <ul style="list-style-type: none"> ◆ The phone system has been re-written to allow the customers to self-direct their call destination and, therefore, speak to the correct person much more quickly. <p>Internet:</p> <ul style="list-style-type: none"> ◆ Added a form fill-in tool on the Tax Collector's Office web site. The customer chooses a topic, which decides the destination of the e-mail. Each unit has their own staff monitoring their e-mail inbox.
Next Steps	<p>Continue to monitor and revise plans to further improve customer service. The following items have already been identified:</p> <p>In-person:</p> <ul style="list-style-type: none"> ◆ Procure a secondary electronic queuing system for the Cashiers. ◆ Procure additional directional signs. <p>Phone:</p> <ul style="list-style-type: none"> ◆ Increase the number of ports available to further limit the wait time for callers. ◆ Resolve an issue with the connection to the supervisor interface. The Office expects that this will be resolved when it migrates to the SCCGOV Active Directory domain.



Tax Collector's Office: Procurement of CUBS Collection System

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Streamline collection processes by producing automated letters and notices to Unsecured taxpayers. ◆ Produce timely releases of liens. ◆ Increase revenue collection of Unsecured delinquent tax.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Consistent business practices for collecting Unsecured property taxes. ◆ Uniform communications to taxpayers. ◆ Reporting capabilities to measure results.
Next Steps	<ul style="list-style-type: none"> ◆ Test implementation with a trial date. ◆ Agreement with all staff of process under CUBS. ◆ Schedule on-site support for strategies. ◆ Load initial data from TCAS. ◆ Load daily changes from TCAS. ◆ Schedule on-site user training. ◆ Map out management work strategies for the unit.

Tax Collector's Office: Document Management System

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Consolidation Where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Improve access to tax office documents. ◆ Reduce the amount of physical storage space needed to house documents. ◆ Reduce the amount of staff's time spent locating and retrieving documents in storage. ◆ Increase efficiency and response time to customers.
Primary Benefits/Outcomes of Project to Date	Project is still in the early stages and has not yet been implemented.
Next Steps	Obtain a cost estimate.



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

Departments Included	<ul style="list-style-type: none"> ◆ Health and Hospital System (HHS) ◆ Facilities and Fleet ◆ Probation Department ◆ Public Defender/Alternate Defender ◆ Parks Department ◆ Social Services Agency ◆ Information Services Department ◆ County Counsel
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Reduce the Cost of Services ◆ Use of Latent Talent and Resources ◆ Consolidation Where Needed ◆ Build Bench Strength
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Reducing technology operating costs ◆ Reducing energy and space resources ◆ Providing a consistent and uniform IT environment ◆ Providing an equal and standardized high level of support ◆ Redirecting resources to provide value-added services
Primary Benefits/Outcomes of Project to Date	<ol style="list-style-type: none"> 1. Team produced inventory of IT assets using Lansweeper, which has provided valuable information for other projects and planning efforts for infrastructure upgrades and the Office 365 (Software as a Service – SaaS)/Common Directory project. 2. Team researched and provided background information on consolidation best practices and methods of gathering data on employee skills. 3. Team provided recommendations to the Chief Information Officer (CIO) that provided a basis for existing actions starting with the FY 2014 budget. 4. CIO began following up on a number of the recommended actions regarding organizational and classification changes in FY 2014.
Next Steps	<p>The work of this team has been effectively transitioned to other initiatives and no further steps will be taken by the FIX-IT team as defined for CLT. The CIO will continue to take steps in the areas of IT organizational changes in FY 2015. General Centralization/Integration/Optimization goals are being addressed in the Office 365 and Common Directory project.</p>
Additional Comments	<p>Team members have continued working on the SaaS/Common Directory and other cross-boundary projects such as the Integrated Workplace Management Software project, the HHS HealthLink project, and numerous collaborative operational IT efforts.</p>



Information Services Department: Web-Based Queries of Criminal Justice Information

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Use of Latent Talent and Resources
Desired Outcome of Project	Provide web-based access to the County's legacy Criminal Justice Information Control (CJIC) system to query information such as person search, warrants, registrants, probation supervision, etc. Develop an extension of the CJIC system, presented in a secure web environment, with a graphical user interface, accessed via mobile devices in the field.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Provide timely access to information for public safety personnel. ◆ Incorporate Geographical Information Systems (GIS) presentation as a tool to assist in investigative analysis, warrant service, etc. ◆ Incorporate "mug shots" for improved identification of offenders. ◆ Allow for more efficient use of officer time in the field. ◆ Reduce calls to dispatchers.
Next Steps	Project was implemented in June 2013 and is in use by the Sheriff's Department. Next steps are to expand access to other individuals within the Sheriff's Department and to expand access to all city Law Enforcement Agencies within Calendar Year 2014.

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

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Consolidation Where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Enhance the County's mission to be a learning organization by creating a learning center for County employees. The CEED Center will provide learning opportunities for employees through different vehicles – in the classroom, online, webinars, and forums. ◆ Consolidate training registration and compliance tracking across the County into a more cost-effective, central resource. ◆ Make training for employees more accessible.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Roll out of sccLearn (County's learning management system) in March 2012. ◆ Launch of eLearning content (over 270 courses on business, wellness, and desktop software) in April 2013. ◆ Roll out of compliance certification process for Driver Training in April 2013.
Next Steps	<ul style="list-style-type: none"> ◆ Communication strategy to change the County culture from training in a classroom to learning opportunities online and in the office, as well as in the classroom. ◆ Roll out sccLearn's Team Dashboard feature to provide managers with the ability to monitor employee's training, as well as assign training as needed. ◆ Roll out compliance certification process for Sexual Harassment Prevention Training for Managers, Supervisors and Leads. ◆ Develop metrics/return on investment for sccLearn and web-based training. ◆ Move agencies with existing learning management systems into sccLearn (contingent on analysis that sccLearn will meet agency needs, budget, and staffing) over the next several years.



Employee Services Agency: Human Resources (HR) Focus	
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ More streamlined recruiting process ◆ Up-to-date job descriptions that enhance the applicant pool ◆ Customized e-learning modules to educate on complex human resources processes
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Better applicant pool ◆ Filling vacancies faster ◆ Educated managers
Next Steps	Continue to update job descriptions and seek out other e-learning opportunities.
Additional Comments	<p>Center for Leadership and Transformation (CLT) efforts have focused on human resources processes with an eye toward a more accurate, streamlined recruitment process. One major initiative was to update out-of-date job descriptions. This will allow the hiring and screening criteria to be based on current requirements to ensure that the applicant pool includes the necessary, current job skills. Of the nearly 350 job descriptions targeted for updating, Human Resources has completed 50 and 26 are in the active process of review with hiring departments or our labor partners. 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.</p> <p>Another focus of the HR CLT efforts was in the field of training. It was important to familiarize staff on the County's human resources processes, which many found to be highly complex and difficult to navigate. With the implementation of the County's Learning Management System, sccLearn, LED now has developed a customized online learning class on the various performance appraisal processes that will allow ongoing dialogue between employees and their supervisors to ensure that job skills are kept up-to-date and that work is performed at the highest capacity possible. The goal is to add several modules for additional unions' forms and instruction to the existing course by fall 2014. Learning & Employee Development is also developing an online course on the County's hiring process. LED aims to have this finalized and ready for launch in winter 2015.</p> <p>The County recognizes the importance of its internal applicant pool and promotional opportunities. However, there are many requirements outlined in various memoranda of understanding and department agreements that may delay the filling of these positions. The team dedicated to the internal transfer/promotional process mapped the "as is" process, identified redundancies, and was able to collapse the approval process to be more streamlined. By making minor changes, the necessary hiring requisition arrives at Human Resources in minutes, rather than days. HR also has begun keeping track of recruitment cycle times for all three types of recruitment (open, promotional, and transfer) to determine current 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.</p>



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 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.

The County has managed to set an excellent foundation for a proactive and rehabilitative justice network with untold capacity for continued improvement over the years. For example, the County created the Reentry Resource Center as a one-stop centralized location for justice-involved individuals to receive services and service referrals designed to increase successful reentry. As a result, our clients are starting to develop more positive outcomes and are accessing expanded County programs. The level of collaboration and communication achieved across organizations/systems is very promising and admirable. These efforts often take years if not decades to come to fruition. Preliminary numbers suggest that the County is headed in a good direction.

Key Findings and Trends in the First Two Years

During the first two years of implementation, between October 2011 and September 2013, the total realignment population was 3,558. Of those, 45% were classified as Post Release Community Supervision (PRCS), 45% were classified as 1170(h) individuals sentenced to local jail instead of state prison, and 10% as 1170(h) MS locally sentenced under AB 109. The following chart displays the type of services AB 109 clients are receiving.

Findings and Enrollment Related to Services	# October 2011 to September 2013
1170(h) Clients Enrolled in in-custody programs	833
Custodial Alternative Supervision Program participants (out-of-custody)	297
AB 109 Clients Enrolled in Substance Abuse Treatment residential, outpatient, and/or transitional treatment	2,184
AB 109 Clients Enrolled in Mental Health Services	770
AB 109 Clients Enrolled in Cognitive Behavioral Services	311
AB 109 Clients Enrolled in Employment, Vocational, and Educational Services	1,214
AB 109 Clients Enrolled in Social Services Benefits	1,065

Clients who received Substance Abuse Treatment may have also received Mental Health Services as well as other services listed in the table.

Achievements

An important goal is the continued effort to facilitate 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. Below are some examples of the many achievements made during the second year of implementation, and during the first half of calendar year 2014:

- Successfully executed Year One Adult Reentry Services Request for Proposal (RFP) & Service Agreements
- Enhanced communication between cross-functional teams
- Promoted evidenced-based approaches as a guiding force towards developing Reentry Programs
- Began implementing a \$4 million housing program for reentry clients

Current Evaluation Efforts and Goals for FY 2015

In 2012 the County contracted with Resource Development Associates 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 two-

year evaluation of the County's reentry services, including the Reentry Resource Center, Adult Reentry Strategic Plan and AB 109 efforts. Phase I of this evaluation consisted 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. Below is a list of recommendations and goals for FY 2015:

- Increase the number and specificity of the Memorandum of Understandings (MOU) between Departments and Community Based Organizations (CBOs) to improve collaboration and communication and to clarify roles and responsibilities
- Consider data sharing technology to improve access to outcome data and drive decision-making
- Develop an orientation for County and CBO providers on AB 109 and rehabilitative philosophy to promote a common approach
- Revisit protocols around sharing client assessment information between Departments and CBOs to further improve service provision, as increased access to client histories results in more responsive service provision
- Implement the new service unit oversight and welcoming reception center at the Reentry Resource Center
- Implement the Second Adult Reentry Services RFP & Service Agreements
- Complete the outcome measurement analysis of AB 109 individuals (Oct 2011-Sept. 2013)

- Establish a quarterly reentry dashboard

Every opportunity to evaluate programs and efforts is needed in order to address commonly asked questions among criminal justice partners. One such question is, "What is the recidivism rate of the AB 109 clients?" Another question is, "Do the services the County refers to clients decrease their recidivism?"

With two years of data now available on the service linkages and whether an individual has re-offended, the Office of Reentry Services and reentry partners will provide an initial recidivism rate for convictions to the Public Safety & Justice Committee on May 21, 2014. Re-convictions will be tracked by cohort across time periods.

State Funding Allocation Detail

For FY 2014, the County anticipates receiving \$40.6 million, of which approximately \$600,000 is mandated for the District Attorney and the Public Defender Parole Revocation Proceedings. For FY 2015, the County expects to receive \$37,398,130 in Realignment State Allocation and \$1,718,096 in FY 2014 Growth Amount for a total of \$39,116,226.

To maintain current operations, continue existing activities approved by the Board of Supervisors as part of the FY 2014 Final Budget and adjustments during FY 2014, and fund \$592,000 in one-time program needs, \$43,336,805 is required. The difference of \$4,220,579 will be funded from fund balance on a one-time basis in FY 2015.

Current and Emerging Issues:

Medi-Cal Enrollment

AB 720, signed into law by Governor Jerry Brown on October 8, 2013, expands the Affordable Care Act in California. AB 720 will assist formerly incarcerated individuals in enrolling into the Medi-Cal program prior to being released. Additionally, costs associated with Medi-Cal are covered using federal funds. AB 720 will address one of the main barriers to reentry by helping formerly incarcerated inmates access physical, mental health and substance abuse services.

The importance of the Affordable Care Act (ACA) to county corrections budgets cannot be understated. Anything that increases the authority at the county (or state) level to create more gateways towards enrollment expands the cost-saving opportunities at all levels (100% federal reimbursement until 2016, then 90% after). As a result, the more offenders who are enrolled, the more money the county will save overall on inmate healthcare. Even individuals with pre-trial status are

eligible and in those cases, increased access to treatment may become a valuable means of preventing first offenses or recidivism.

Housing

The Board of Supervisors adopted the FY 2014 Final Budget, which included the allocation of \$4 million in one-time AB 109 funds to develop a housing plan that will implement 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. The Office of Reentry Services continues to work with housing stakeholders to implement this housing program in conjunction with other housing initiatives the County is currently undertaking. Without reliable, affordable housing, successful reentry and long term stability are nearly impossible to achieve. Establishing a reliable network of resources for “housing the hard to house” in FY 2015 will further the common goal of reducing recidivism in Santa Clara County.

Parolee Reentry Services Program

The County entered into a formal partnership in the amount of \$2.6 million with the California Department of Corrections and Rehabilitation (CDCR) to

reintroduce CDCR parolees back to their respective communities with increased support. Specifically the Santa Clara County Reentry Resource Center (RRC) in collaboration with the Office of Reentry Services and the Department of Alcohol & Drug Services (DADS) will establish the Parolee Reentry Services Program, targeting parolees residing within the County of Santa Clara. This partnership is in alignment with the RRC’s mission to reduce recidivism by using evidence-based practices.

The project will serve a minimum of 200 male and female offenders residing within the County of Santa Clara per year, who have been referred by a Parole Agent. The Program will run between April 2014 through June 2015. At any given time, it is planned that the RRC will accommodate up to 82 parolees receiving intensive program-funded services for a typical period of six to nine months, after which they will continue to receive support through RCC and its partners. The Program’s caseworkers will continue to closely monitor the offenders for a period of one year.

Summary of Departmental Ongoing Allocations for FY 2015 Base and Recommended

Department	FTE	FY 2015 Base Cost	FY 2015 Revenue	FY 2015 One-time Allocation	FY 2015 One-time Shortfall Solution	Total
County Executive/Office of Reentry Services	6.0	\$1,471,070	\$1,346,193		\$124,877	\$1,471,070
Employee Services	0.0	\$50,000	\$45,755		\$4,245	\$50,000
Information Services	5.0	\$800,369	\$732,427		\$67,942	\$800,369
Public Defender – Expungement Services	3.0	\$545,514	\$499,206		\$46,308	\$545,514
Pretrial Services	5.0	\$710,435	\$650,127		\$60,308	\$710,435
Sheriff/Department of Correction	81.0	\$12,381,394	\$11,330,359	\$30,000	\$1,081,035	\$12,411,394
Sheriff – Fingerprint Identification Services	13.0	\$1,279,143	\$1,170,559		\$108,584	\$1,279,143
Probation	60.0	\$10,067,862	\$9,213,217		\$854,645	\$10,067,862
Facilities & Fleet	0.0	\$767,467	\$702,317		\$65,150	\$767,467
Mental Health	11.5	\$4,061,389	\$3,716,624	\$532,045	\$876,810	\$4,593,434
Custody Health	26.0	\$4,718,223	\$4,317,701		\$400,522	\$4,718,223
Department of Alcohol & Drug Services	13.0	\$5,076,042	\$4,645,145	\$30,000	\$460,897	\$5,106,042
Social Services Agency	7.0	\$815,852	\$746,596		\$69,256	\$815,852
Total	230.5	\$42,744,760	\$39,116,226	\$592,045	\$4,220,579	\$43,336,805



One-time General Fund Resources and Recommended Allocations

Overview

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

The FY2015 Recommended Budget relies on \$3.6 million in available one-time AB 109 funds to support ongoing AB 109 costs.

Sources of One-time Funds

General Fund Balance: The estimated fund balance available at the end of FY 2014, for use in FY 2015, is \$180,907,700. The most significant source of fund balance is unspent Contingency Reserve funds of \$107.4 million.

Fund balance from departmental operations is projected at \$44.1 million.

An additional \$16.8 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 \$4.4 million of the Measure A fund balance for the cost of pre-design and design work on a capital project to remodel the emergency room at Santa Clara Valley Medical Center (SCVMC). The remaining \$12.4 million is recommended to be reserved to fund a portion of the actual construction costs for the remodel, which are estimated at \$24 million.

A final element of fund balance is revenue received in FY 2014 from the dissolution of redevelopment agencies. A total of \$12.6 million is expected from residual receipts from Redevelopment Property Tax Trust Funds (RPTTFs) above those received in FY 2013 and will be reserved pending confirmation of actual revenue, then allocated to the County’s retiree health program and an affordable housing reserve in compliance with the Board’s policy. These reserves are

discussed in more detail in the County Executive’s recommendations for Special Programs in Section 1 of this document.

Additional One-time Resources: The Recommended Budget includes \$4.2 million in one-time revenue from the Public Safety Realignment AB 109 fund to offset both one-time and ongoing AB 109 expenditures. An additional \$496,000 of one-time revenue is expected from the sale of County property. A total of \$1.9 million in one-time salary savings related to new positions is also included in the Recommended Budget.

FY 2015 One-time Resources

Source	Amount
FY 2014 General Fund Balance	
Unspent Contingency Reserve	\$107,378,192
Fund Balance from Department Operations	\$44,129,808
Discretionary Fund Balance	\$151,508,000
Unspent Measure A Allocations from FY 2014	\$6,136,081
Unspent Measure A Reserve from FY 2014	\$9,663,119
Measure A Revenue in Excess of FY 2014 Budget	\$1,000,000
Measure A Fund Balance	\$16,799,200
RPTTF Proceeds – Retiree Health Share	\$2,168,521
RPTTF Proceeds – Affordable Housing Share	\$10,431,979
Redevelopment Dissolution Fund Balance	\$12,600,500
Total FY 2014 Fund Balance	\$180,907,700
Other One-time Resources	
AB 109 One-time Funds	\$4,220,579
Sale of Rosanna Street Property	\$496,000
Salary Savings	\$1,925,031
Total Other One-time Resources	\$6,641,610
Total Available One-time Resources	\$187,549,310

Uses of One-time Funds

The following table reflects the FY 2015 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 2015 Use of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve @ 5%	\$112,700,000
Measure A Reserve for SCVMC ER	\$12,399,200
Reserve for Retiree Health	\$2,168,521
Reserve for Affordable Housing	\$10,431,979



FY 2015 Use of One-time Resources

Use of One-time Resources	Amount
Total Reserves	\$137,699,700
FY 2015 Capital Contribution	\$21,000,000
FY 2015 SCVMC ER Predesign & Design	\$4,400,000
Total Capital Needs	\$25,400,000
FY 2015 Technology Projects	\$8,608,450
FY 2015 SAP-Ariba Project	\$5,623,881
FY 2015 HealthLink Requirements	\$5,000,000
FY 2015 Technology Needs	\$19,232,331
Clerk of the Board – Backup Battery for Board Chambers	\$30,000
Clerk of the Board – Lobbying Ordinance	\$25,000
Refurbish County Government Center Lower Level Conference Room	\$25,000
Manos Foundation Demonstration Project	\$58,000
County Counsel Pro Law Software	\$50,000
Facilities & Fleet – New Vehicles	\$40,000
ESA – sccLearn	\$151,300
District Attorney – Crime Lab Equipment	\$228,000
Public Health Surplus Drug Distribution Pharmacy	\$90,000
Animal Shelter Modular	\$250,000
Equipment and Supplies for New Positions	\$49,400
Total Department One-time Needs	\$996,700
One-time AB 109 Costs	\$592,045
Use of One-time AB 109 Funds for Ongoing Needs	\$3,628,534
Total AB 109 Program One-time Needs	\$4,220,579
Total Use of One-time Funds	\$187,549,310



General Fund Financial Outlook

Overview

The Joint Venture Silicon Valley 2014 Index sums up the economic status of the Silicon Valley as follows:

“We’ve extended a four-year streak of job growth, we are among the highest income regions in the country, and we have the biggest share of the nation’s high-growth, high-wage sectors.

Our innovation engine is driving this prodigious growth. Once again we registered more patents than any previous year, increased our share of venture capital and angel investment, saw more IPOs emanating from our region, and have large and growing shares of merger and acquisition activity”.

However, as further noted by the Joint Venture Silicon Valley 2014 Index (www.jointventure.org), our local economic recovery rests in the same context of promise and peril noted in the County Executive’s Budget Message.

While property values climb, increasing our property tax base, the available inventory of housing is not meeting demand, rental prices are rising faster than income, and few first-time home buyers can afford a median priced home.

Additionally, the Index points out that *“... income gains are limited to those with ultra high-end skills. Median wages for low- and middle-skilled workers are relatively stagnant and the share of households with mid-level incomes has fallen in Silicon Valley more than in the state and nation”.*

The Index speaks to what the County already knows – the need for safety net services has not diminished with economic recovery.

Policy Decisions Matter More than the Economy

For the County as a service delivery organization, the economic recovery (whether at the national, state or local level) matters less than the budget and policy decisions made at each level.

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.

However, major public policy decisions relating to health care and criminal justice have pushed responsibilities down to the local level, while the funding necessary to assure success has not been fully secured. Even in a growing economy these actions carry significant risk for the County budget. For instance:

- The Affordable Care Act and Medicaid Expansion provide a more positive revenue stream for public health care providers in that more people will qualify for Medi-Cal and, at least in the first 3 years, Medi-Cal reimbursement rates are increased. However, the State has determined that new Federal resources should replace, not augment, efforts to provide care to the medically indigent. This policy position led to AB 85, requiring that a portion of the realignment funding provided to counties in 1991 for indigent care be returned to the State instead of remaining with counties. In Santa Clara County this loss of revenue is over \$38 million annually.
- The County has embraced Public Safety Realignment (AB 109) and has developed a model program for addressing the needs of individuals being released from correctional institutions. This model is threatened by a 7% reduction in State funding for FY 2015, even as the cost of providing these services is growing, creating uncertainty regarding our ability to fund a program that can be successful in reducing recidivism.

Even the County’s “discretionary” revenues are not truly discretionary in that the vast majority of that revenue are utilized to fund programs, services and costs that do not have otherwise dedicated revenue streams. The County must fund the District Attorney and Public Defender. The County must staff the Assessor’s Office. The County must fund a Planning Department. The County must fund the jail. Administrative functions such as Employee Services, Finance, Procurement, County Counsel, Facilities and Fleet, and Information Services have few, if any, direct revenue sources and must be funded from our discretionary revenue.

The struggle, as in all organizations public and private, is to contain costs within available revenue. Following is a discussion of major General Fund revenue and expenditures meant to provide a broader context for the individual recommendations made in the budget document.

General Fund Revenue

General Fund revenues are projected to total \$2,391,965,330 in FY 2015, compared to \$2,278,290,131 in the FY 2014 Approved Budget; an **increase** of \$113,675,199 or 5%. Major year-over-year increases are attributable to an increase in property tax revenue (\$44.6 million), State revenue (\$29.3 million), and Federal revenue (\$17 million),

Table 1: Comparison of General Fund Revenues from FY 2014 Approved to FY 2015 Recommended

Revenue Category	2014 Approved	2015 Recommended	Inc./(Dec.)	% Change
Taxes – Current Property	\$699,203,000	\$743,800,000	\$44,597,000	6.4%
Taxes – Other than Current Property	\$99,503,701	\$107,641,000	\$8,137,299	8.2%
Licenses, Permits, Franchises	\$10,118,567	\$10,209,786	\$91,219	0.9%
Fines, Forfeitures, Penalties	\$14,593,336	\$16,206,659	\$1,613,323	11.1%
Revenue from Use of Money/Property	\$2,848,180	\$3,177,906	\$329,726	11.6%
Aid from Govt Agencies – State	\$582,045,668	\$611,366,295	\$29,320,627	5.0%
Aid from Govt Agencies – Federal	\$439,166,906	\$456,556,478	\$17,389,572	4.0%
Revenue from Other Govt Agencies	\$639,072	\$639,072	\$0	0.0%
Charges for Services	\$100,461,206	\$109,805,317	\$9,344,111	9.3%
Other Financing Sources	\$329,710,494	\$332,562,816	\$2,852,322	0.9%
Total General Fund Revenue	\$2,278,290,131	\$2,391,965,330	\$113,675,199	5.0%

Major Sources of General Fund Revenue

General Fund revenues continue to be derived from the three major sources: Property Tax, State revenue and Federal revenue, each of which is discussed below.

Percent of General Fund Revenue by Category

Revenue Source	FY 2015 Amount ^a	% of Total
Taxes – Current Property	\$743,800,000	31.1%
Aid from Govt Agencies – State	\$611,366,295	25.6%
Aid from Govt Agencies – Federal	\$456,556,478	19.1%
Other Financing Sources	\$332,562,816	13.9%
Charges for Services	\$109,805,317	4.6%
Taxes – Other than Current Property	\$107,641,000	4.5%
Fines, Forfeitures, Penalties	\$16,206,659	0.7%
Licenses, Permits, Franchises	\$10,209,786	0.4%
Revenue from Use of Money/Property	\$3,177,906	0.1%
Revenue from Other Govt Agencies	\$639,072	0.0%
	\$2,391,965,330	100.0%

a. \$ millions

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 \$743.8 million of the total General Fund revenue, up 6.4% from the amount budgeted in FY 2014. The total year over year increase in budgeted revenue is \$44.6 million.

For FY 2015, the Administration is projecting an increase in the secured roll of 5.5%. This is a somewhat aggressive assumption that reflects continued improvement in the performance of the real estate market. After negative growth of -1.67% in FY 2010, and modest roll growth of 1.21% in FY 2011 and 3.24% 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. This year we expect to see some additional restoration of assessed values, though not as significant as in FY 2013. The roll growth as of April 1, 2014 was reported as 3.24% by the Assessor's Office.

Commercial real estate growth is projected to see an increase for the fourth year in a row. Specific figures for commercial values are not available until later in the spring, and the Administration will monitor this account accordingly.

State Revenue

State revenue contributes \$611.4 million of the total General Fund revenue, or \$29.4 million more than was budgeted for FY 2014.

Projected growth in Public Safety Sales Tax (PSST), from the FY 2014 budgeted level of \$183 million to the FY 2015 budgeted level of \$193,750,000 accounts for nearly \$11 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. Santa Clara County has been at the forefront of economic recovery in the State and we have seen PSST revenue grow from \$139.6 million in FY 2011 to an expected \$187 million in FY 2014. However, other counties are beginning to catch up in terms of growth and the trend for our PSST receipts can be expected to flatten as we "lose our lead" in overall 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 \$456.6 million of the General Fund revenue, a \$17.4 million increase over budgeted revenue in this category in FY 2014.

Of the total year-to-year growth in this category, \$13.6 million is attributable to increases in various Federal allocations for programs in the In-Home Supportive Services program and the Social Services Agency, and are largely offset by matching increases in expenditures.

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 \$332.6 million of the total General Fund revenue, or \$2.9 million more than budgeted for FY 2014.

Major revenues reflected in this category are transfers from restricted funds to the General Fund and revenue related to the sale or lease of County property. The most significant revenues include:

- Mental Health Services Act – \$87.2 million
- SB 1020 Realignment – \$144.7 million
- AB 109 Realignment – \$43.3 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 2014 and FY 2015.

Comparison of General Fund Expenditures from FY 2014 Approved to FY 2015 Recommended

Expenditure Category	FY 2014 Approved	FY 2015 Recommended	Inc./ (Dec)	% Change
Salary and Benefits	\$1,168,618,963	\$1,269,296,548	\$100,677,585	8.6%
Services and Supplies	\$1,100,582,460	\$1,147,687,481	\$47,105,021	4.3%
Other Charges	\$22,991,150	\$24,413,165	\$1,422,015	6.2%
Fixed Assets	\$634,175	\$328,000	(\$306,175)	-48.3%
Operating/Equity Transfers	\$208,031,824	\$184,714,173	(\$23,317,651)	-11.2%
Reserves	\$177,205,571	\$163,186,274	(\$14,019,297)	-7.9%
Total Gross Expenditures	\$2,678,064,143	\$2,789,625,641	\$111,561,498	4.2%
Expenditure Transfers	(\$194,424,011)	(\$216,752,611)	(\$22,328,600)	11.5%
Total Net Expenditures	\$2,483,640,132	\$2,572,873,030	\$89,232,898	3.6%

Budgeted expenditures exceed budgeted revenues by \$180.9 million in the General Fund for FY 2015. This difference is expected to be covered by available FY 2014 fund balance.

Expenditures are 3.6% higher in the FY 2015 Recommended Budget than the FY 2014 approved budget. On the surface this relatively low increase in costs, particularly in light of a 5% increase in revenue, would seem to indicate a solid step into financial stability.

However, reductions in budgeted reserves and operating transfers 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 2014 approved budget. These monies have now been allocated to ongoing programs and services.
- The single largest element of the expenditure category for operating transfers is the General Fund subsidy to Santa Clara Valley Medical Center. The subsidy in the FY 2015 Recommended Budget is \$17.7 million less than in the FY 2014 approved budget. This is a significant reduction, largely attributable to the changes in health care financing in the Affordable Care Act. However, while we believe this reduction is sustainable, we do 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 87% of gross expenditures.

Percent of General Fund Expense by Category

Expenditure Category	FY 2015 Recommended	% of Gross Expenditures
Salary and Benefits	\$1,269,296,548	45.5%
Services and Supplies	\$1,147,687,481	41.1%
Other Charges	\$24,413,165	0.9%
Fixed Assets	\$328,000	0.0%
Operating/Equity Transfers	\$184,714,173	6.6%
Reserves	\$163,186,274	5.8%
Total Gross Expenditures	\$2,789,625,641	100.0%
Expenditure Transfers	(\$216,752,611)	
Total Net Expenditures	\$2,572,873,030	

Year-to-year growth in these two categories is 8.6% and 4.3% respectively. As a total, these categories increased 6.5%. Compared to a 5% increase in revenue, this level of expenditure increase is not sustainable.

As noted in the County Executive's Budget Message, we are concerned about the escalating cost of providing services, in particular the unfunded liabilities in retiree health and PERS that will impact our future financial stability.

- In the case of retiree health we expect annual expenditures to grow by \$25 million each year until we are fully funding the Annual Required Contribution in FY 2017. This will put us on the path to fully fund this benefit and eliminate the unfunded liability by 2046. However, we will face increasingly difficult resource allocation decisions each year as more and more of our discretionary resources are committed to the proper funding of this employee benefit program.
- With regard to the Public Employee Retirement Systems (PERS), action taken by the PERS Board with relation to investment return assumptions and



mortality tables is likely to result in a substantial increase in our rates over the next five years. Currently, our miscellaneous and safety plans are funded in the 82% range, which creates a moderate unfunded liability. With the recent spotlight on public sector pensions, it is not surprising that there is an inclination by PERS to be more conservative thereby requiring increasing payments by PERS agencies.

The stark reality is that Salaries and Benefits and Services and Supplies total \$2.4 billion in the FY 2015 Recommended Budget, virtually the same as total General Fund revenues.

Even with a generous, and unrealistic, assumption that all other General Fund expenditures (debt service, the SCVMC subsidy, the annual contribution for Capital, prudent reserves) could be covered by a combination of expenditure transfers (reimbursements) and fund balance, the County cannot sustain annual growth of 6.5% in Salaries and Benefits and Services and Supplies, with annual revenue growth of 5%.

As noted earlier, our challenge is to contain costs within available revenue.

On the Horizon

There are some areas of promise on the horizon. Our most recent agreements with major bargaining units include greater employee participation in the cost of employee benefits than ever before. This reflects an understanding by labor of the shared responsibility to assure adequate funding of these important pieces of our overall compensation of employees, and is an important element of cost containment.

On the revenue side, there is potential for additional General Fund revenue from excess Educational Revenue Augmentation Fund (ERAF) contributions.

Since 1992, counties, cities and certain special districts have had to shift a portion of their property tax shares to the ERAF established within each county to offset the State's general fund contribution to school districts under Proposition 98. In Santa Clara County approximately 75% of ERAF comes from the County's own property tax share. Total ERAF for Santa Clara County in FY 2013 was about \$459 million, of which the County contributed approximately \$344 million.

Per the Revenue & 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. Excess ERAF occurs when the amount contributed to ERAF for a fiscal year exceeds the sum of the following:

- State aid to revenue-limit school districts and community colleges, up to the revenue limit
- State contributions to special education in the County
- Certain redevelopment agency related funds under Health & Safety Code Section 34188(d).

San Mateo, Napa and Marin counties have been "excess ERAF" counties. Recent staff analysis indicates the potential for Santa Clara County to become "excess ERAF" as well. There are significant complexities to the calculations determining excess ERAF status. The California Department of Education does not provide final revenue-limit calculations to school districts until late February of the following year. Even then, the numbers can be adjusted for three more fiscal years. Furthermore there are legal issues concerning the implementation of the deduction due to Health & Safety Code Section 34188(d).

Finally, while revenue from excess ERAF could be substantial, it cannot necessarily be considered ongoing revenue as a county may be excess ERAF in one year and not the next, and the level of excess ERAF could change significantly year-to-year.

Staff continues to explore the issues and calculations relating to the potential for excess ERAF in Santa Clara County and will provide more information in FY 2015 as details become more clear.



All Fund and General Fund Summaries

The following summaries provide financial information at the highest level of detail. The All Funds summary presents expenditure and revenue totals for the entire Santa Clara County budget of \$4.9 billion. Expenditures are presented at the object level of detail, which groups expenditures by category, i.e., salaries and benefits or services and supplies. Revenues are presented by source, which includes property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by policy area. An additional chart featured in this section illustrates the proportions of revenues and expenditures, providing a visual presentation of where the County's revenues come from and how they are spent.

Data is also presented for the General Fund, which totals \$2.57 billion in expenditures. The General Fund is the largest of the County's funds and supports the

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

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

Like the All Funds summary, charts are also used to reflect General Fund expenditure and revenue totals. The \$180,907,700 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 2015 Recommended Budget.

Funds Summary – All Funds

	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Expenditures by Policy Area						
Finance and Government	\$ 1,289,165,241	\$ 959,808,328	\$ 709,133,999	\$ 949,671,412	\$ (10,136,916)	-1.1%
Public Safety and Justice	617,409,213	670,396,689	692,335,133	694,846,684	24,449,995	3.6%
Children, Seniors, and Families	664,625,223	733,597,530	791,202,629	792,206,742	58,609,211	8.0%
Santa Clara Valley Health and Hospital System	1,961,701,238	1,943,967,934	2,038,805,252	2,193,459,943	249,492,009	12.8%
Housing, Land Use, Environment and Transportation	266,077,580	284,136,706	252,560,071	275,631,240	(8,505,466)	-3.0%
Total Expenditures by Policy Area	\$ 4,798,978,494	\$ 4,591,907,187	\$ 4,484,037,083	\$ 4,905,816,020	\$ 313,908,833	6.8%
Expenditures by Object						
Salary and Benefits	\$ 2,054,456,939	\$ 2,237,092,204	\$ 2,382,021,718	\$ 2,406,606,413	\$ 169,514,209	7.6%
Services And Supplies	1,717,666,830	1,806,966,661	1,831,463,075	1,996,448,341	189,481,680	10.5%
Other Charges	117,815,184	157,717,422	167,108,989	167,324,989	9,607,567	6.1%
Fixed Assets	241,594,639	99,770,173	16,113,692	72,765,167	(27,005,006)	-27.1%
Operating/Equity Transfers	889,711,852	331,437,859	300,142,158	345,148,674	13,710,815	4.1%
Reserves	0	193,452,067	39,018,421	175,918,496	(17,533,571)	-9.1%
Total Gross Expenditures	\$ 5,021,245,443	\$ 4,826,436,386	\$ 4,735,868,052	\$ 5,164,212,079	\$ 337,775,694	7.0%
Expenditure Transfers	(222,266,949)	(234,529,199)	(251,830,970)	(258,396,060)	(23,866,861)	10.2%
Total Expenditures by Object	\$ 4,798,978,494	\$ 4,591,907,187	\$ 4,484,037,083	\$ 4,905,816,020	\$ 313,908,833	6.8%
Revenues by Policy Area						



Funds Summary – All Funds

	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Finance and Government	\$ 2,280,431,158	\$ 1,267,229,262	\$ 1,300,458,256	\$ 1,332,557,740	\$ 65,328,478	5.2%
Public Safety and Justice	324,429,589	349,698,927	356,319,172	359,007,614	9,308,687	2.7%
Children, Seniors, and Families	586,496,597	643,643,923	708,639,083	710,446,594	66,802,671	10.4%
Santa Clara Valley Health and Hospital System	1,795,652,881	1,808,781,096	1,883,594,493	2,034,936,218	226,155,122	12.5%
Housing, Land Use, Environment and Transportation	295,736,672	273,578,016	253,549,014	256,445,097	(17,132,920)	-6.3%
Total Revenues by Policy Area	\$ 5,282,746,897	\$ 4,342,931,224	\$ 4,502,560,017	\$ 4,693,393,262	\$ 350,462,037	8.1%

Revenues by Type

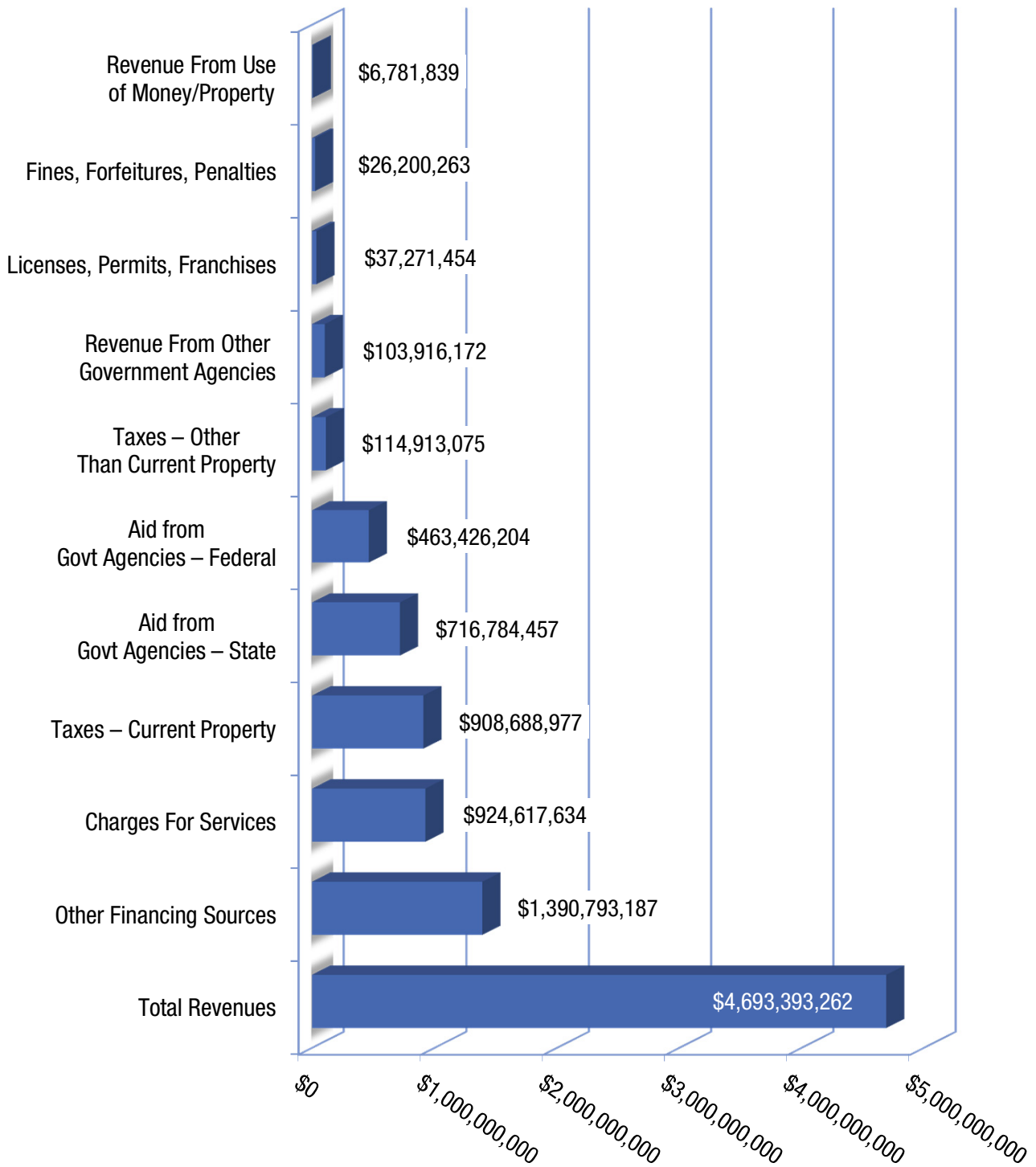
Aid From Government Agencies - State	\$ 681,082,640	\$ 692,425,410	\$ 717,632,431	\$ 716,784,457	\$ 24,359,047	3.5%
Other Financing Sources	2,308,260,818	1,329,649,188	1,337,985,979	1,390,793,187	61,143,999	4.6%
Revenue From Other Government Agencies	225,985,665	62,244,072	103,916,172	103,916,172	41,672,100	66.9%
Licenses, Permits, Franchises	37,819,269	36,206,668	37,101,319	37,271,454	1,064,786	2.9%
Charges For Services	759,089,701	760,126,606	789,136,138	924,617,634	164,491,027	21.6%
Aid From Government Agencies - Federal	356,501,584	476,979,535	460,203,825	463,426,204	(13,553,331)	-2.8%
Revenue From Use Of Money/Property	7,876,955	6,940,808	6,781,839	6,781,839	(158,970)	-2.3%
Taxes - Other Than Current Property	86,198,834	106,922,252	114,913,075	114,913,075	7,990,823	7.5%
Fines, Forfeitures, Penalties	24,608,128	24,855,586	26,200,263	26,200,263	1,344,677	5.4%
Taxes - Current Property	795,323,302	846,581,098	908,688,977	908,688,977	62,107,879	7.3%
Total Revenues by Type	\$ 5,282,746,897	\$ 4,342,931,224	\$ 4,502,560,017	\$ 4,693,393,262	\$ 350,462,037	8.1%

Permanent Authorized Positions (FTEs)

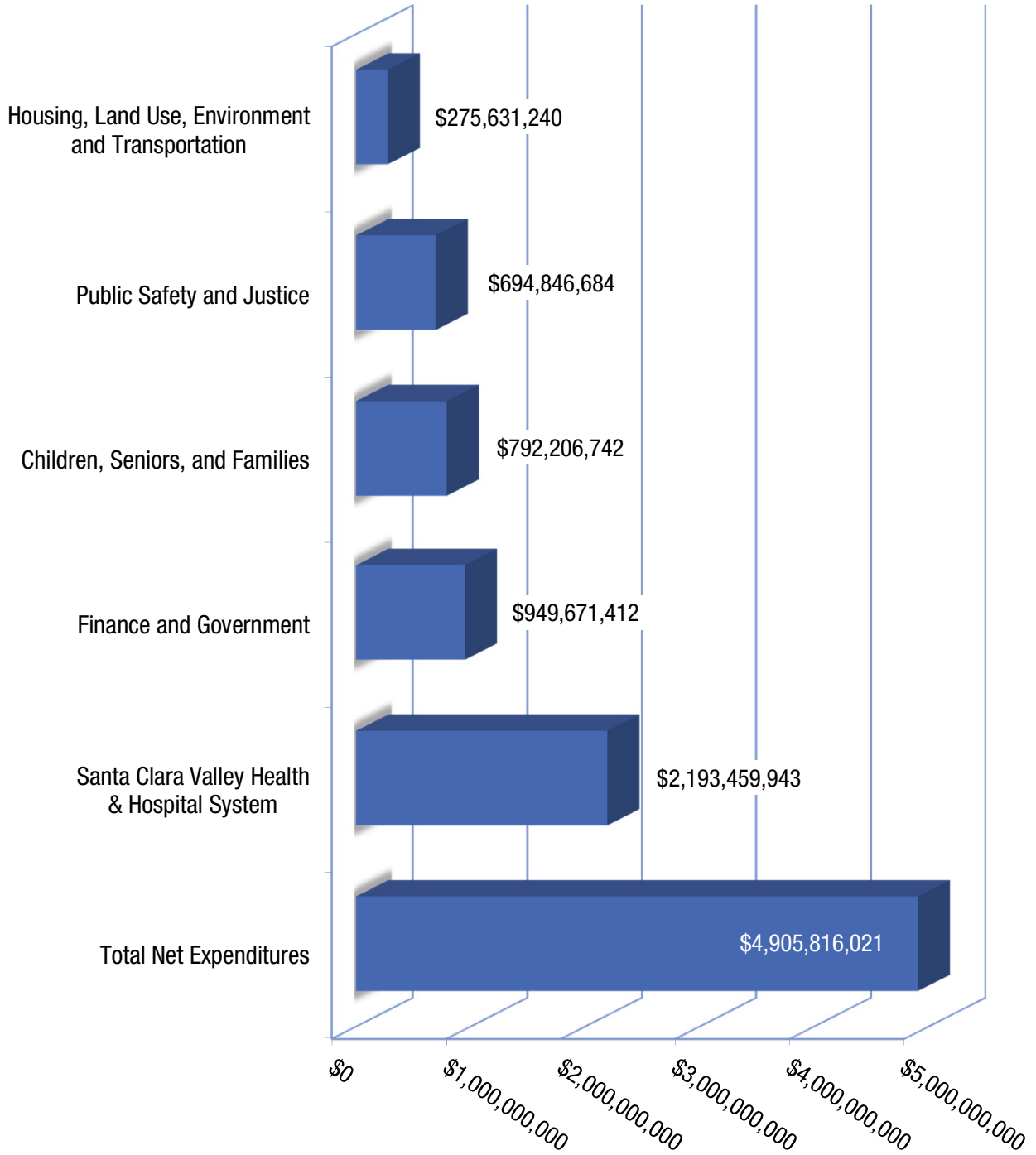
Policy Area	FY 2014	FY 2015		Inc./Dec.)	% Change
	Approved	Current Level Budget (Base)	Recommended		
Finance and Government	1,933.6	1,962.6	2,034.1	100.5	5.2%
Public Safety and Justice	3,597.5	3,611.5	3,622.5	25	0.7%
Children, Seniors and Families	2,810.5	2,905.5	2,909.5	99	3.5%
Santa Clara Valley Health and Hospital System	6,632.9	6,671	6,781	148.1	2.2%
Housing, Land Use, Environment and Transportation	791.3	800.3	809.3	18	2.2%
Total FTE	15,765.8	15,950.9	15,648.4	309.7	2.5%



All Fund Resources



All Fund Expenditures



Funds Summary – General Fund

	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Expenditures by Policy Area						
Finance and Government	\$ 356,096,622	\$ 619,462,038	\$ 389,138,055	\$ 596,224,683	\$ (23,237,355)	-3.8%
Public Safety and Justice	617,394,944	670,361,638	692,300,133	694,811,684	24,450,046	3.6%
Children, Seniors, and Families	627,101,947	696,359,911	751,657,634	755,231,076	58,871,164	8.5%
Santa Clara Valley Health and Hospital System	412,909,471	476,014,735	495,105,596	501,765,962	25,751,227	5.4%
Housing, Land Use, Environment and Transportation	20,241,857	21,441,810	22,792,606	24,839,626	3,397,816	15.8%
Total Expenditures by Policy Area	\$ 2,033,744,841	\$ 2,483,640,132	\$ 2,350,994,023	\$ 2,572,873,030	\$ 89,232,899	3.6%
Expenditures by Object						
Salary and Benefits	\$ 1,058,850,409	\$ 1,168,618,963	\$ 1,253,773,330	\$ 1,269,296,548	\$ 100,677,585	8.6%
Services And Supplies	994,082,166	1,100,582,460	1,124,823,865	1,147,687,481	47,105,021	4.3%
Other Charges	20,140,875	22,991,150	24,413,165	24,413,165	1,422,015	6.2%
Fixed Assets	7,056,293	634,175	0	328,000	(306,175)	-48.3%
Operating/Equity Transfers	141,440,005	208,031,824	139,707,657	184,714,173	(23,317,651)	-11.2%
Reserves	0	177,205,571	22,986,574	163,186,274	(14,019,297)	-7.9%
Total Gross Expenditures	\$ 2,221,569,748	\$ 2,678,064,143	\$ 2,565,704,591	\$ 2,789,625,641	\$ 111,561,498	4.2%
Expenditure Transfers	(187,824,906)	(194,424,011)	(214,710,568)	(216,752,611)	(22,328,600)	11.5%
Total Expenditures by Object	\$ 2,033,744,841	\$ 2,483,640,132	\$ 2,350,994,023	\$ 2,572,873,030	\$ 89,232,899	3.6%
Revenues by Policy Area						
Finance and Government	\$ 934,406,717	\$ 961,995,302	\$ 994,944,996	\$ 995,882,213	\$ 33,886,911	3.5%
Public Safety and Justice	324,410,714	349,663,927	356,284,172	358,972,614	9,308,687	2.7%
Children, Seniors, and Families	549,452,056	606,406,304	671,663,317	673,470,828	67,064,524	11.1%
Santa Clara Valley Health and Hospital System	257,849,170	347,412,123	349,338,998	350,109,042	2,696,919	0.8%
Housing, Land Use, Environment and Transportation	13,207,435	12,812,474	13,049,498	13,530,633	718,159	5.6%
Total Revenues by Policy Area	\$ 2,079,326,091	\$ 2,278,290,131	\$ 2,385,280,982	\$ 2,391,965,330	\$ 113,675,199	5.0%
Revenues by Type						
Aid From Government Agencies - State	\$ 572,640,517	\$ 582,045,668	\$ 612,289,269	\$ 611,366,295	\$ 29,320,627	5.0%
Other Financing Sources	311,840,632	329,710,494	327,263,005	332,562,816	2,852,322	0.9%
Revenue From Other Government Agencies	1,108,175	639,072	639,072	639,072	0	0.0%
Licenses, Permits, Franchises	9,914,078	10,118,567	10,039,651	10,209,786	91,219	0.9%
Charges For Services	103,733,223	100,461,206	109,613,872	109,805,317	9,344,111	9.3%
Aid From Government Agencies - Federal	341,974,520	439,166,906	454,610,547	456,556,478	17,389,572	4.0%
Fines, Forfeitures, Penalties	14,813,749	14,593,336	16,206,659	16,206,659	1,613,323	11.1%
Revenue From Use Of Money/Property	2,778,406	2,848,180	3,177,906	3,177,906	329,726	11.6%
Taxes - Current Property	644,045,148	699,203,000	743,800,000	743,800,000	44,597,000	6.4%
Taxes - Other Than Current Property	76,477,645	99,503,701	107,641,000	107,641,000	8,137,299	8.2%
Total Revenues by Type	\$ 2,079,326,091	\$ 2,278,290,131	\$ 2,385,280,982	\$ 2,391,965,330	\$ 113,675,199	5.0%

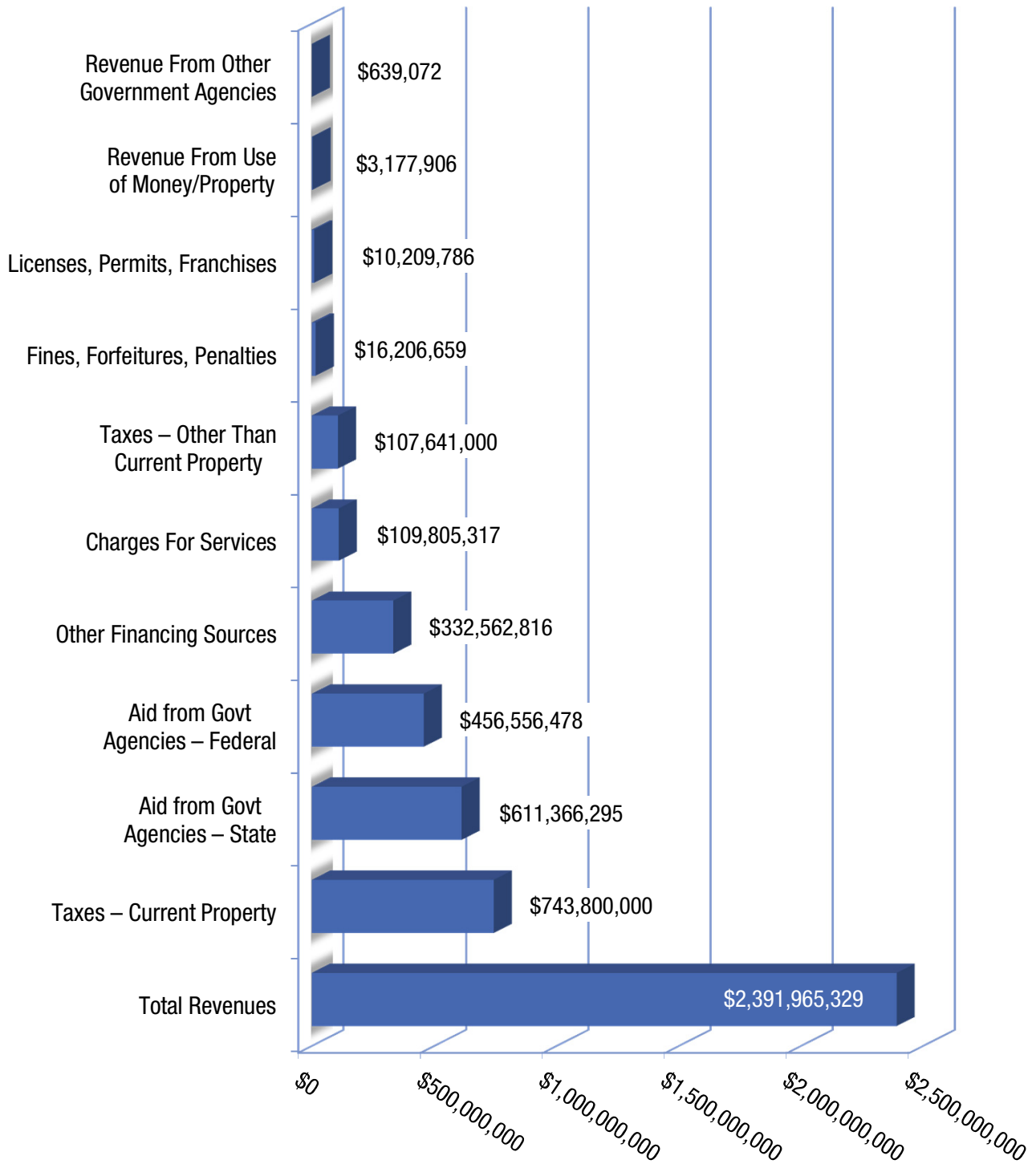


Permanent Authorized Positions (FTEs)

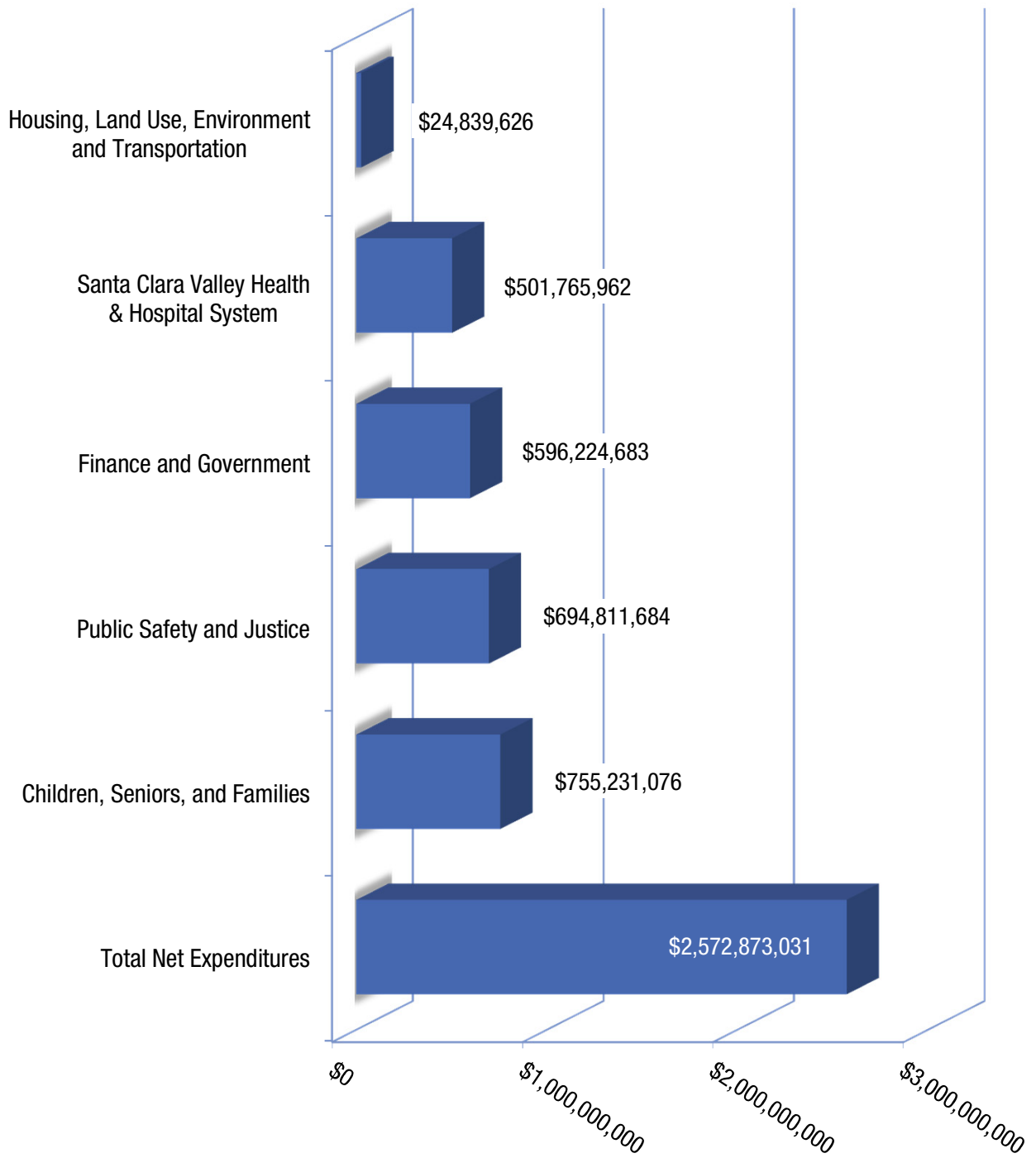
Policy Area	FY 2014	FY 2015		Inc./Dec.	% Change
	Approved	Current Level Budget (Base)	Recommended		
Finance and Government	1,427.9	1,441.9	1,492.4	64.5	4.5%
Public Safety and Justice	3,597.5	3,611.5	3,622.5	25	0.7%
Children, Seniors and Families	2,523.5	2,619.5	2,639.5	116	4.6%
Santa Clara Valley Health and Hospital System	1,298.5	1,303.1	1,355.1	56.6	4.4%
Housing, Land Use, Environment and Transportation	147	148	176	29	19.7%
Total FTE	8,994.4	9,124	9,285.5	291.1	3.2%



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
2014 Estimated	\$180,907,700	\$112,700,000	\$25,400,000	\$17,808,000	\$24,999,700	
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 2013 Actual	FY 2014 Approved	FY 2015 Recommended
110	Controller-Treasurer	4002200	Aircraft Taxes	\$2,374,068	\$1,400,000	\$2,430,000
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$181,137,806	\$194,900,000	\$206,600,000
110	Controller-Treasurer	4010100	Sales Tax – Unincorporated Area	\$3,182,895	\$3,367,701	\$3,400,000
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$1,315,041	\$1,340,000	\$1,100,000
110	Controller-Treasurer	4010350	Sales Tax – 2013 Measure A	\$9,777,386	\$45,000,000	\$49,000,000
110	Controller-Treasurer	4301100	Interest-Deposits and Investments	\$2,898,995	\$2,372,000	\$2,372,000
110	Controller-Treasurer	4403100	State-Motor Vehicle	\$37,231,339	\$36,426,451	\$11,816,263
110	Controller-Treasurer	4920115	2011 Public Safety Realign-SB 1020	\$17,639,768	\$17,630,018	\$19,917,690
110	Controller-Treasurer	4404100	State-Highway Prop	\$2,367	\$2,300	\$2,200
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$2,668,102	\$2,668,000	\$2,631,000
110	Controller-Treasurer	4001100	Current Secured	\$293,064,061	\$323,043,000	\$345,100,000
110	Controller-Treasurer	4002100	Current Unsecured	\$32,013,879	\$33,400,000	\$34,000,000
110	Controller-Treasurer	4003100	Property Taxes – Retiree Benefit Levy	\$117,218,636	\$132,400,000	\$143,600,000
110	Controller-Treasurer	4006100	Prop Taxes-SB 813	\$8,439,154	\$9,460,000	\$8,500,000
110	Controller-Treasurer	4205100	Penalties and Costs	\$32,501,627	\$26,000,000	\$26,000,000
114	County Recorder	4020300	Real Property Transfer Tax	\$21,284,237	\$21,960,000	\$25,000,000
148	Department of Revenue	4020400	Transient Occupancy Tax	\$419,844	\$356,000	\$331,000
148	Department of Revenue	4106100	Franchises	\$1,533,751	\$1,470,000	\$1,500,000
501	Social Services Agency	4301100	Interest-Deposits	\$168,407	\$161,679	\$161,679
Total Discretionary Revenue				\$764,871,363	\$853,357,149	\$883,461,832



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 \$883.5 million in the FY 2015 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 2015 Use of Discretionary Revenue and Fund Balance

	FY 2015 Recommended Budget Level			Use of FY 2014 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	(\$6,653,915)	\$6,653,915	\$0	\$0	\$0	\$0
Clerk of the Board of Supervisors	(\$6,154,756)	\$6,154,756	\$0	\$0	\$0	\$0
County Executive	(\$10,773,268)	\$10,773,268	\$0	\$0	\$0	\$0
Assessor	(\$32,852,189)	\$32,852,189	\$0	\$0	\$0	\$0
Procurement Department	(\$13,197,634)	\$7,573,753	(\$5,623,881)	\$5,623,881	\$0	\$5,623,881
County Counsel	(\$13,849,247)	\$13,849,247	\$0	\$0	\$0	\$0
Registrar Of Voters	(\$10,406,629)	\$10,406,629	\$0	\$0	\$0	\$0
Information Services	(\$22,186,817)	\$15,002,698	(\$7,184,119)	\$7,184,119	\$0	\$7,184,119
Communications Department	(\$11,547,816)	\$11,547,816	\$0	\$0	\$0	\$0
Facilities Department	(\$71,037,996)	\$45,637,996	(\$25,400,000)	\$25,400,000	\$0	\$25,400,000
Employee Services Agency	(\$16,995,526)	\$16,995,526	\$0	\$0	\$0	\$0
Finance Agency	\$29,678,314	(\$29,678,314)	\$0	\$0	\$0	\$0
Finance & Government Operations	(\$185,977,480)	\$147,769,480	(\$38,208,000)	\$38,208,000	\$0	\$38,208,000
% of General Fund Operations Total	20.6%	17.2%	88.4%	88.4%	0.0%	88.4%
District Attorney Department						
District Attorney Department	(\$85,888,536)	\$85,888,536	\$0	\$0	\$0	\$0
Public Defender	(\$52,049,458)	\$52,049,458	\$0	\$0	\$0	\$0
Office Of Pretrial Services	(\$4,708,628)	\$4,708,628	\$0	\$0	\$0	\$0
Criminal Justice Support	\$169,870,190	(\$169,870,190)	\$0	\$0	\$0	\$0
Sheriff's Department	(\$72,226,381)	\$72,226,381	\$0	\$0	\$0	\$0
Sheriff'S DOC Contract	(\$114,329,757)	\$114,329,757	\$0	\$0	\$0	\$0
Department Of Correction	(\$65,552,013)	\$65,552,013	\$0	\$0	\$0	\$0



FY 2015 Use of Discretionary Revenue and Fund Balance

	FY 2015 Recommended Budget Level			Use of FY 2014 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	(\$107,353,498)	\$107,353,498	\$0	\$0	\$0	\$0
Medical Examiner-Coroner	(\$3,600,989)	\$3,600,989	\$0	\$0	\$0	\$0
Public Safety & Justice	(\$335,839,070)	\$335,839,070	\$0	\$0	\$0	\$0
% of General Fund Operations Total	37.2%	39.0%	0.0%	0.0%	0.0%	0.0%
In-Home Supportive Services	(\$62,865,315)	\$62,865,315	\$0	\$0	\$0	\$0
Social Services Agency Office	(\$100,349,111)	\$100,349,111	\$0	\$0	\$0	\$0
SSA-Family & Children Services	\$37,173,841	(\$37,173,841)	\$0	\$0	\$0	\$0
SSA-Employment & Benefit Services	\$48,304,983	(\$48,304,983)	\$0	\$0	\$0	\$0
SSA-Aging & Adult Services	(\$4,186,324)	\$4,186,324	\$0	\$0	\$0	\$0
Children, Seniors & Families	(\$81,921,926)	\$81,921,926	\$0	\$0	\$0	\$0
% of General Fund Operations Total	9.1%	9.5%	0.0%	0.0%	0.0%	0.0%
Public Health	(\$37,926,343)	\$37,926,343	\$0	\$0	\$0	\$0
Behavioral Health Department	(\$103,017,558)	\$103,017,558	\$0	\$0	\$0	\$0
Custody Health Services	\$328,020	(\$328,020)	\$0	\$0	\$0	\$0
Community Health Services	(\$11,041,039)	\$11,041,039	\$0	\$0	\$0	\$0
Special Programs-SCVMC Subsidy	(\$137,266,544)	\$132,266,544	(\$5,000,000)	\$5,000,000	\$0	\$5,000,000
Health & Hospital	(\$288,923,464)	\$283,923,464	(\$5,000,000)	\$5,000,000	\$0	\$5,000,000
% of General Fund Operations Total	32.0%	33.0%	11.6%	11.6%	0.0%	11.6%
Planning And Development	(\$6,025,387)	\$6,025,387	\$0	\$0	\$0	\$0
Agriculture & Environmental Management	(\$5,283,606)	\$5,283,606	\$0	\$0	\$0	\$0
Housing, Land Use, Environment & Transportation	(\$11,308,993)	\$11,308,993	\$0	\$0	\$0	\$0
% of General Fund Operations Total	1.3%	1.3%	0.0%	0.0%	0%	0.0%
General Fund Operations Total	(\$903,970,933)	\$860,762,933	(\$43,208,000)	\$43,208,000	\$0	\$43,208,000
% of General Fund Total	84.9%	97.4%	23.9%	23.9%	0.0%	23.9%
General Fund Special Programs & Reserves						
Special Programs	(\$47,698,599)	\$22,698,899	(\$24,999,700)	\$24,999,700	\$0	\$24,999,700
Contingency Reserve	(\$112,700,000)	\$0	(\$112,700,000)	\$112,700,000	\$0	\$112,700,000
Special Programs & Reserves Total	(\$160,398,599)	\$22,698,899	(\$137,699,700)	\$137,699,700	\$0	\$137,699,700
% of General Fund Total	15.1%	2.6%	76.1%	76.1%	0.0%	76.1%
Total General Fund	(\$1,064,369,532)	\$883,461,832	(\$180,907,700)	\$180,907,700	\$0	\$180,907,700



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	Yeager
Public Safety and Justice Committee	Wasserman	Chavez
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 is also working on issues resulting from reduced State and Federal funding.

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

Health and Hospital

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

- Public Health Department
- 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 Funding Status of Budget Inventory Items Approved in FY 2014

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

The list presented here reflects Budget Inventory items approved by the Board of Supervisors for FY 2014.

Funding for ongoing items remains in the FY 2015 base budget and funding for one-time items has been removed from the FY 2015 base budget.

Item	Agency / Department	Proposal	FTE	Ongoing General Fund Expense	One-Time General Fund Expense	Other Funds One-Time Expense
1	Public Health	Allocate \$250,000 from the General Fund on a one-time basis to fund health assessments for the African American and LGBT communities. Direct the Public Health Department, through a competitive bid process, to solicit the services of a research firm or firms with experience working specifically with the African American and LGBT communities. Direct the Public Health Department to report to the Health and Hospital Committee on the progress of the health assessments no later than August 2013.	0.0	\$0	\$250,000	\$0
2	Public Health	Allocate \$41,620 from the General Fund on a one-time basis to fund the creation of a HIV Home Test Kit pilot program in Santa Clara County. Direct the Public Health Department to report to the Health and Hospital Committee on the progress of the pilot program no later than August 2013.	0.0	\$0	\$41,620	\$0
3	Mental Health	Allocate \$261,675 from the General Fund on an ongoing basis to fund additional staff resources for the Partnership for Patients (PfP) Initiative. Budget \$43,612 in one-time salary savings in FY 2014 reflecting a 60-day period for the recruitment and hiring process, reducing the FY 2014 net General Fund cost to \$218,063. Add one Senior Healthcare Program Analyst and one Senior Mental Health Program Specialist in the Mental Health Department. Direct SCVHHS staff to report to the Health and Hospital Committee on the progress of the Partnership for Patients Initiative no later than December 2013.	2.0	\$261,675	(\$43,612)	\$0
4	Public Health	Allocate \$373,000 from the General Fund on an ongoing basis for STD services, \$97,641 for salaries and benefits and \$275,359 for services and supplies. Budget \$16,274 in one-time salary savings in FY 2014 reflecting a 60-day period for the recruitment and hiring process, reducing the FY 2014 net General Fund cost to \$356,726. Add one Communicable Disease Investigator in the Public Health Department. Direct the Public Health Department to report to the Health and Hospital Committee on the progress of the STD program no later than August 2013.	1.0	\$373,000	(\$16,274)	\$0
5	Public Health	Allocate \$25,000 from the General Fund on an ongoing basis for the Traffic Safe Communities Network. Direct the Public Health Department to report to the Health and Hospital Committee on the progress of the Traffic Safe Communities Network no later than December 2013.	0.0	\$25,000	\$0	\$0



Item	Agency / Department	Proposal	FTE	Ongoing General Fund Expense	One-Time General Fund Expense	Other Funds One-Time Expense
6	Public Health	Allocate \$117,183 from the General Fund on an ongoing basis for a Hepatitis B Coordinator position. Budget \$19,531 in one-time salary savings in FY 2014 reflecting a 60-day period for the recruitment and hiring process, reducing the FY 2014 net General Fund cost to \$97,652. Add one Health Planning Specialist III position in the Public Health Department. Direct the Public Health Department to report to the Health and Hospital Committee on the progress of Hepatitis B prevention efforts no later than December 2013.	1.0	\$117,183	(\$19,531)	\$0
7	Department of Alcohol and Drug Services	Allocate \$174,000 from the General Fund on an ongoing basis to fund an ongoing increase in the contract between the County and the Dependency Advocacy Center from \$120,000 to \$294,000 for the Mentor Parent Program. Direct the Department of Alcohol and Drug Services to report to the Children, Seniors and Families Committee on the progress of the Mentor Parent Program no later than December 2013.	0.0	\$174,000	\$0	\$0
8	Office of the County Executive	Allocate \$50,000 from the General Fund on a one-time basis to fund a contract between the County and the Katherine and George Alexander Community Law Center for the Vulnerable Workers Program. Direct the County Executive's Office of Women's Policy to report to the Children, Seniors and Families Committee on the progress of the Vulnerable Workers Program no later than December 2013.	0.0	\$0	\$50,000	\$0
9	Mental Health and Social Services	Allocate \$26,000 from the General Fund (\$15,000 to the Mental Health Department and \$11,000 to the Social Services Agency) on a one-time basis for the UPLIFT Program. Direct staff to report back to the Children, Seniors and Families Committee on the UPLIFT Program in March 2014.	0.0	\$0	\$26,000	\$0
10	Santa Clara Valley Medical Center	Allocate \$30,000 from the General Fund to fund a one-time increase in the General Fund subsidy to Santa Clara Valley Medical Center for increased participation in health fairs by the Valley Homeless Health Program. Increase revenue and expenditures in Santa Clara Valley Medical Center Enterprise Fund 0060 for the Valley Homeless Health Program, with no net fiscal impact on the Enterprise Fund. Direct Santa Clara Valley Medical Center staff to report to the Health and Hospital Committee with results of the Valley Homeless Health Program participation in health fairs.	0.0	\$0	\$30,000	\$0
11	Social Services	Allocate \$18,100 from the General Fund on a one-time basis to fund the purchase and installation of a new stove for Loaves and Fishes Family Kitchen. Direct staff to report to the Children, Seniors and Families Committee on the progress of the purchase and installation of the new stove for Loaves and Fishes Family Kitchen no later than December 2013.	0.0	\$0	\$18,100	\$0
12	Office of the County Executive	Allocate \$124,130 from the General Fund on an ongoing basis to fund additional staff resources for County-wide domestic violence coordination. Add one Senior Management Analyst position in the Office of the County Executive. Direct staff to report to the Finance and Government Operations Committee on the progress of County-wide domestic violence coordination no later than December 2013.	1.0	\$124,130	\$0	\$0



Item	Agency / Department	Proposal	FTE	Ongoing General Fund Expense	One-Time General Fund Expense	Other Funds One-Time Expense
13	Office of the County Executive	Allocate \$140,000 from the General Fund on a one-time basis to fund a contract or contracts to implement a Santa Clara Commercially Sexually Exploited Children (CSEC) Service Response Team. Allocate \$14,000 from the General Fund on a one-time basis to fund the issuance of a Request for Proposals for a Santa Clara Commercially Sexually Exploited Children (CSEC) Service Response Team and to fund the administration and monitoring of the resulting contract(s). Direct staff to report to the Finance and Government Operations Committee on the progress of the implementation of the CSEC Service Response Team no later than December 2013.	0.0	\$0	\$154,000	\$0
14	Mental Health	Allocate \$25,000 from the General Fund on a one-time basis to fund a contract with the Center for Training and Careers to provide employment services to clients in transitional and supportive housing programs who do not qualify for other County employment services. Direct staff to report to the Children, Seniors and Families Committee on the progress of the pilot program in November 2013.	0.0	\$0	\$25,000	\$0
15	Office of the County Executive	Allocate \$65,000 from the General Fund on a one-time basis to expand the existing Memorandum of Understanding between the County and San Jose State University to fund five student internships for students to work on social impact projects for County initiatives. Direct staff to report to the Finance and Government Operations Committee on the progress of the expanded MOU in November 2013.	0.0	\$0	\$65,000	\$0
16	Office of the County Executive	Allocate \$100,000 from the General Fund on a one-time basis to fund support the San Jose Silicon Valley Chamber of Commerce's Greater Silicon Valley Economic Development Initiative, provided that the Chamber of Commerce receives \$250,000 in funding from other sources to fund total startup costs of \$350,000 and provided that the final case study is submitted prior to receiving funding and includes connectivity with the County's goals in the area of economic development and job creation. Direct staff to report to the Finance and Government Operations Committee on the progress of the Economic Development Initiative no later than December 2013.	0.0	\$0	\$100,000	\$0
17	Agriculture and Environmental Management	Allocate \$10,000 from the General Fund to the Department of Agriculture and Environmental Management to increase code enforcement activities and compliance assistance for specific blighted properties in Garbage District 1 in Supervisorial District 2. Direct the Department of Agriculture and Environmental Management to report back on the results and to include further recommendations from Administration to address the more systemic code enforcement issues present.	0.00	\$0	\$10,000	\$0
18	Social Services	Allocate \$98,440 from the General Fund on a one-time basis to fund a grant to Asian Americans for Community Involvement for the Community Partnership Program. Direct the Social Services Agency to report to the Children, Seniors and Families Committee on the progress of the pilot Community Partnership Program no later than December 2013.	0.00	\$0	\$98,440	\$0
Full Inventory Total			5.0	\$1,074,988	\$788,743	\$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

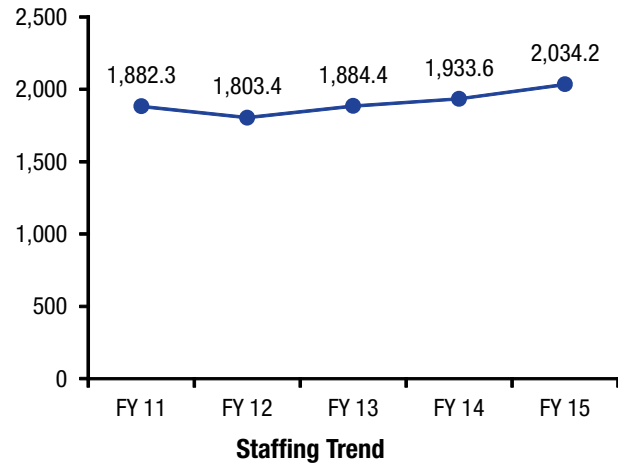
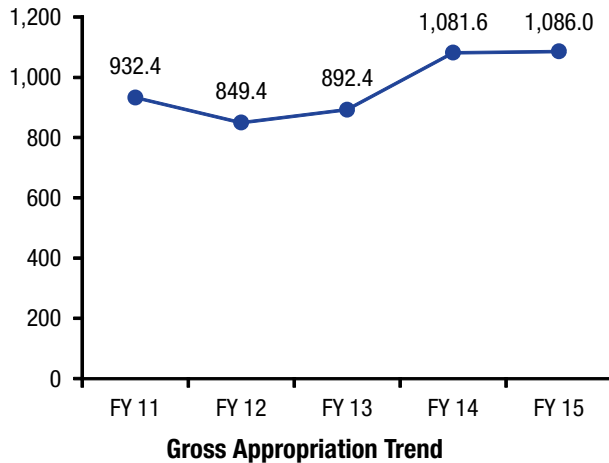
- ➔ Appropriations for Contingencies
- ➔ Special Programs and Reserves
- ➔ Supervisorial District # 1
- ➔ Supervisorial District # 2
- ➔ Supervisorial District # 3
- ➔ Supervisorial District # 4
- ➔ Supervisorial District # 5
- ➔ Clerk of the Board
- ➔ Office of the County Executive
- ➔ Office of the 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



Net Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
119	Special Programs	\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%
910	Reserves	—	106,583,000	—	112,700,000	6,117,000	5.7%
101	Supervisory District #1	1,034,075	1,241,391	1,326,312	1,330,783	89,392	7.2%
102	Supervisory District #2	755,696	1,241,391	1,326,312	1,330,783	89,392	7.2%
103	Supervisory District #3	1,119,126	1,241,391	1,326,312	1,330,783	89,392	7.2%
104	Supervisory District #4	1,094,966	1,241,391	1,326,312	1,330,783	89,392	7.2%
105	Supervisory District #5	1,110,782	1,241,391	1,326,312	1,330,783	89,392	7.2%
106	Clerk-Board of Supervisors	5,988,538	6,357,308	6,241,062	6,438,909	81,601	1.3%
107	County Executive	22,290,264	18,646,284	20,487,633	21,223,488	2,577,204	13.8%
113	Local Agency Formation Comm-LAFCO	332,315	693,932	711,182	711,555	17,623	2.5%
115	Assessor	29,143,195	33,131,005	35,489,276	35,695,179	2,564,174	7.7%
117	Measure B	3,022,835	3,425,848	3,432,419	3,432,419	6,571	0.2%
118	Procurement	3,685,691	4,393,789	4,499,500	13,552,634	9,158,845	208.4%
120	County Counsel	11,230,297	13,043,537	14,437,443	14,885,444	1,841,907	14.1%
140	Registrar of Voters	12,738,388	14,910,971	14,729,050	14,879,136	(31,835)	-0.2%
145	Information Services	55,148,204	72,757,165	66,853,386	78,968,275	6,211,110	8.5%
190	Communications Department	13,128,267	12,058,160	12,754,130	13,421,592	1,363,432	11.3%
263	Facilities Department	84,152,783	106,515,739	49,037,021	102,437,768	(4,077,971)	-3.8%
135	Fleet Services	20,573,529	21,038,085	20,341,198	20,347,881	(690,204)	-3.3%
610	County Library Headquarters	34,031,569	44,343,687	46,018,139	46,054,183	1,710,496	3.9%
130	Employee Services Agency	100,474,220	113,449,385	124,103,294	125,726,551	12,277,166	10.8%
110	Controller-Treasurer	(3,341,881)	(14,813,341)	(28,116,898)	(13,606,905)	1,206,436	-8.1%
810	County Debt Service	765,968,936	116,987,533	114,794,246	114,794,246	(2,193,287)	-1.9%
112	Tax Collector	9,418,300	20,640,708	21,647,033	9,794,185	(10,846,523)	-52.5%
114	County Recorder	8,165,965	10,430,204	9,258,730	10,473,239	43,035	0.4%
148	Department of Revenue	8,871,310	10,059,211	10,656,541	10,697,811	638,600	6.3%
Total Net Expenditures		\$ 1,289,165,241	\$ 959,808,328	\$ 709,133,999	\$ 949,671,412	\$ (10,136,916)	-1.1%

Gross Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
119	Special Programs	\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%
910	Reserves	—	106,583,000	—	112,700,000	6,117,000	5.7%
101	Supervisory District #1	1,034,075	1,241,391	1,326,312	1,330,783	89,392	7.2%
102	Supervisory District #2	755,696	1,241,391	1,326,312	1,330,783	89,392	7.2%
103	Supervisory District #3	1,118,038	1,241,391	1,326,312	1,330,783	89,392	7.2%
104	Supervisory District #4	1,094,908	1,241,391	1,326,312	1,330,783	89,392	7.2%
105	Supervisory District #5	1,110,782	1,241,391	1,326,312	1,330,783	89,392	7.2%
106	Clerk-Board of Supervisors	6,052,042	6,412,146	6,292,494	6,490,341	78,195	1.2%
107	County Executive	22,631,488	19,170,103	20,930,634	21,666,489	2,496,386	13.0%
113	Local Agency Formation Comm-LAFCO	614,095	896,898	914,148	914,521	17,623	2.0%
115	Assessor	29,143,195	33,131,005	35,489,276	35,695,179	2,564,174	7.7%



Gross Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
117	Measure B	3,022,835	3,425,848	3,432,419	3,432,419	6,571	0.2%
118	Procurement	4,232,635	4,952,230	5,101,500	14,154,634	9,202,404	185.8%
120	County Counsel	29,317,131	31,508,733	34,720,735	35,168,736	3,660,003	11.6%
140	Registrar of Voters	12,738,388	14,910,971	14,729,050	14,879,136	(31,835)	-0.2%
145	Information Services	56,564,260	74,394,329	68,301,656	80,590,660	6,196,331	8.3%
190	Communications Department	19,572,195	17,596,003	18,708,818	19,437,449	1,841,446	10.5%
263	Facilities Department	133,086,201	156,563,192	97,182,082	150,582,829	(5,980,363)	-3.8%
135	Fleet Services	20,611,533	21,123,585	20,341,198	20,347,881	(775,704)	-3.7%
610	County Library Headquarters	34,031,569	44,343,687	46,018,139	46,054,183	1,710,496	3.9%
130	Employee Services Agency	106,545,978	122,425,328	133,460,205	135,160,898	12,735,570	10.4%
110	Controller-Treasurer	33,870,482	20,927,488	21,370,347	35,880,340	14,952,852	71.5%
810	County Debt Service	765,968,936	116,987,533	114,794,246	114,794,246	(2,193,287)	-1.9%
112	Tax Collector	9,418,300	20,640,708	21,647,033	9,794,185	(10,846,523)	-52.5%
114	County Recorder	8,165,965	10,430,204	9,258,730	10,473,239	43,035	0.4%
148	Department of Revenue	8,871,310	10,059,211	10,656,541	10,697,811	638,600	6.3%
Total Gross Expenditures		\$ 1,408,599,908	\$ 1,081,638,320	\$ 845,108,865	\$ 1,085,958,998	\$ 4,320,678	0.4%

Revenues By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
119	Special Programs	\$ 24,228,509	\$ 15,424,764	\$ 15,424,764	\$ 15,424,764	\$ —	—
910	Reserves	—	—	—	—	—	—
101	Supervisory District #1	—	—	—	—	—	—
102	Supervisory District #2	—	—	—	—	—	—
103	Supervisory District #3	16,787	—	—	—	—	—
104	Supervisory District #4	—	—	—	—	—	—
105	Supervisory District #5	—	—	—	—	—	—
106	Clerk-Board of Supervisors	334,173	312,167	267,653	282,653	(29,514)	-9.5%
107	County Executive	28,389,650	9,088,065	10,325,343	10,450,220	1,362,155	15.0%
113	Local Agency Formation Comm-LAFCO	334,149	435,932	435,932	435,932	—	—
115	Assessor	692,343	1,847,065	2,678,987	2,842,990	995,925	53.9%
117	Measure B	223,606	172,332	4,566	4,566	(167,766)	-97.4%
118	Procurement	306,001	355,000	355,000	355,000	—	—
120	County Counsel	1,228,794	1,035,519	1,036,197	1,036,197	678	0.1%
140	Registrar of Voters	7,730,051	3,575,666	4,472,507	4,472,507	896,841	25.1%
145	Information Services	38,938,786	49,791,217	50,954,603	55,816,188	6,024,971	12.1%
190	Communications Department	3,830,951	1,853,776	1,873,776	1,873,776	20,000	1.1%
263	Facilities Department	38,344,650	36,881,816	4,483,748	31,403,898	(5,477,918)	-14.9%
135	Fleet Services	20,217,353	22,630,200	22,179,172	22,188,796	(441,404)	-2.0%
610	County Library Headquarters	36,048,597	32,842,410	34,599,153	34,599,153	1,756,743	5.3%
130	Employee Services Agency	94,541,703	78,041,453	101,753,876	101,758,121	23,716,668	30.4%
110	Controller-Treasurer	311,255,372	338,906,654	329,633,753	891,733,753	552,827,099	163.1%



Revenues By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
810	County Debt Service	1,123,443,692	91,307,478	97,444,825	97,444,825	6,137,347	6.7%
112	Tax Collector	497,265,698	532,448,000	567,740,000	5,640,000	(526,808,000)	-98.9%
114	County Recorder	39,879,260	37,784,540	41,922,900	41,922,900	4,138,360	11.0%
148	Department of Revenue	13,181,034	12,495,208	12,871,500	12,871,500	376,292	3.0%
Total Revenues		\$ 2,280,431,158	\$ 1,267,229,262	\$ 1,300,458,256	\$ 1,332,557,740	\$ 65,328,478	5.2%

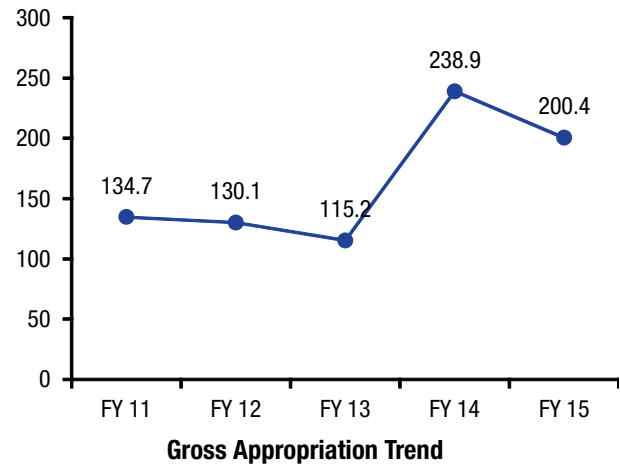


Special Programs and Reserves

Overview

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

The only budgeted revenue in the Special Programs budget is Tobacco Settlement revenue. Historically, this was a significant revenue source, providing support for a variety of programs in the Santa Clara Valley Health and Hospital System (SCVHHS). However, as tobacco use declines this revenue source has declined as well. FY2015 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	2012	2013	2014	2015 CLB	2015 REC
VLF Revenue ²	\$49.4	\$47.2	\$52.9	\$26.7	\$31.7
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	\$14.7	\$17.2	\$74.4	\$74.7	\$83.5
Measure A	\$0	\$0	\$0	\$5.7	\$5.7
Total Subsidy	\$87.5	\$87.8	\$150.7	\$130.5	\$144.3
One-Time Subsidy for HealthLink	\$0.0	\$0.0	\$16.3	\$0.0	\$5.0

1. \$ reflected in millions

2. For FY 2015 includes \$11.8 million VLF and \$19.9 million SB 1020 VLF replacement revenue



The General Fund subsidy has been adjusted due to the change in costs for current resources as well as the impact of the ACA and AB 85 and redirection of 1991 State Health Realignment. In FY 2015, it is estimated that 1991 State Health Realignment will be reduced by \$38.5 million and the Safety Net Care Pool by \$4 million which is primarily offset by an increase of \$55.1 million in Medi-Cal Expansion revenue, \$42.5 million in Medicare and private patient revenue, \$12.3 million in Physician Insurance revenue, and \$3.4 million in State Miscellaneous revenue.

Summary of Base Adjustments to the GF Subsidy¹

Basis for Adjustment	Amount
FY 2014 Approved Budget	\$167.0
Net increase in salaries and benefit costs ²	\$36.4
EpiCenter- Measure A	\$1.6
Community Health Partnerships - Measure A	\$3.4
Patient Advisor Task Force - Measure A	\$.7
Net increase in intracounty costs ³	\$10.9
Removal of one-time subsidy FY 2014 HealthLink	(\$16.3)
Net decrease due to ACA	(\$19.7)
Net decrease due to Re-Base of SCVMC Budget	(\$53.5)
Total FY 2015 Current Level Budget	\$130.5

1. \$ reflected in millions

2. Includes increases due to agreements with bargaining units and changes to employee benefits.

3. County overhead, liability insurance, data processing, etc.

In FY 2014 there was a change in methodology regarding the way SCVMC revenues are treated. In the past, hospital revenues were netted against expenditure needs and this net, positive or negative, was the amount added to the General Fund "bottomline" through an increased subsidy. The problem with this approach has been that when SCVMC revenues increase, the full value of those increased revenues are allocated to SCVMC expenditure needs without consideration of other needs throughout the County.

In the current budget process we have changed that approach to first adjust SCVMC revenues (referred to as a "re-base"), then adjust the General Fund subsidy to SCVMC in the base accordingly.

Finally, we evaluated the SCVMC request for resources along with all other requests made by General Fund departments. This is an approach we plan to use in the future since it creates a balance among all the interests competing for scarce General Fund resources.

Reserves

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

- **Measure A Reserve:** In 2012 the voters of Santa Clara County approved a ten-year 1/8 cent sales tax. The FY 2015 base budget includes Measure A revenue of \$49 million. In FY 2015 the Board approved ongoing allocations for various programs and services totaling \$34.7 million in the FY 2015 base. An additional \$9.7 million is held in a reserve in this budget, but is expected to be allocated to ongoing services as of July 1, bringing total ongoing allocations to \$44.4 million. The expectation of \$49 million of revenue in FY 2015 allows for a reserve of \$4.6 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 detail.
- **Retirement Benefit Reserve:** The FY 2015 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 2014 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 \$1,500,000 for FY 2015 and will be transferred to specific departments during FY 2015 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.
- **Affordable Housing Reserve:** The dissolution of California Redevelopment Agencies (RDA) via AB X1 26 has resulted in new revenue to the County that had previously been diverted to RDA's. Prior to the passage of AB X1 26, RDAs were required to set aside 20% of tax increment for affordable housing. To help address affordable housing issues in the County, the Board adopted a resolution on June 17, 2013 declaring that up to 20% of Redevelopment Property Tax Trust Funds residual receipts are to be allocated to affordable housing. While this is only \$32,858 in the FY 2015 base budget, it is expected to increase over time as the former RDA debts are extinguished.

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 2015 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.

Center for Leadership and Transformation (CLT)

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

1. A Mid-Level Manager and Employee Engagement Program
2. An Executive Leadership Program at Stanford University
3. Countywide Rapid Transformation effort

Additional information about CLT is provided in the Introduction section of this document (see The County as a Learning Organization).

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 4.5 full-time equivalent crossing guards at six intersections within the unincorporated areas of the County. These intersections serve Horace Cureton, Linda Vista and Luther Burbank Elementary Schools.
- **Silicon Valley Arts Council:** The County provides an annual contribution to the Silicon Valley Arts Council in an amount equal to the Transient Occupancy Tax realized by the County.
- **American Society of Composers, Authors and Publishers (ASCAP):** In 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.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Reserve for Ongoing Cost of Reclassifications/Labor Agreements	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on services.	—	\$1,500,000	
Measure A One-time Reserve for SCVMC Emergency Room	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on services.	—	—	\$12,399,200
Reserve for Retiree Health	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on services.	—	—	\$2,168,521
Reserve for Affordable Housing	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on services.	—	—	\$10,431,979

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

◆ Reserve for Ongoing Cost of Reclassifications/Labor Agreements

Recommended Action: Allocate \$1,500,000 to a reserve to fund the increased ongoing cost of salaries and benefits associated with reclassifications and labor agreements already adopted or pending adoption in FY 2015.

Service Impact: The recommended reserve provides a specific source of funding for costs associated with Board-approved reclassifications and labor agreements to be approved in FY 2015.

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

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

Ongoing Cost: \$1,500,000

◆ Measure A One-time Reserve for SCVMC ER

Recommended Action: Allocate monies from the FY 2014 fund balance to a reserve for the renovation and expansion of the Santa Clara Valley Medical Center emergency room.

Service Impact: The recommended reserve will provide a source of funds to address the badly needed renovation and expansion of the SCVMC emergency room.

Background: FY 2014 fund balance for the General Fund is estimated at \$178.6 million, \$16,799,200 of which is the result of estimated unspent Measure A allocations and Measure A revenue in excess of budget. A separate recommendation in the FY 2015 Capital Budget section of this document (see Facilities and Fleet Department) allocates \$4.4 million to begin the design and planning work for this project. Total project costs are estimated at \$24 million, nearly half of which would come from the reserve recommended here.

One-time Cost: \$12,399,200

◆ Reserve for Retiree Health

Recommended Action: Allocate monies from the FY 2014 fund balance for the General Fund to a reserve for the retiree health unfunded liability.

Service Impact: The recommended reserve allows compliance with the Board policy adopted June 17, 2013 dedicating 60% of all residual receipts from the Redevelopment Property Tax Trust Funds (RPTTFs) above those received in FY 2013 and 100% of all one-time funds not dedicated to affordable housing to addressing the County's unfunded liability in its retiree health program.

At the close of the fiscal year, the actual amount of residual revenue above FY 2013 amounts will be transferred to the California Employees' Retiree Benefit Trust (CERBT) and this reserve will be eliminated.

Background: FY 2014 fund balance for the General Fund is estimated at \$178.6 million, \$2,168,521 of which is the estimated result of residual receipts from RPTTFs above the FY 2013 level and one-time funds not dedicated to affordable housing.

One-time Cost: \$2,168,521

◆ Reserve for Affordable Housing

Recommended Action: Allocate monies from the FY 2014 fund balance for the General Fund to a reserve for affordable housing.

Special Programs— Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1001	Special Program Fund 0001	\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%
Total Net Expenditures		\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%

Special Programs— Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1001	Special Program Fund 0001	\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%
Total Gross Expenditures		\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%

Service Impact: The recommended reserve allows compliance with the Board policy adopted June 17, 2013 dedicating 20% of all residual receipts from the Redevelopment Property Tax Trust Funds (RPTTFs) above those received in FY 2013 to affordable housing, provided that cities adopt similar policies dedicating their Due Diligence Reviews (DDRs) and residual revenues to affordable housing no later than June 17, 2014.

If cities do not adopt similar policies by June 17, 2014 these monies shall become available for allocation by the Board to any purpose permitted by law.

Background: FY 2014 fund balance for the General Fund is estimated at \$178.6 million, \$10,431,979 of which is the estimated result of DDRs and residual receipts from RPTTFs above the FY 2013 level. The majority of these funds are from the City of Santa Clara (\$7.9 million).

One-time Cost: \$10,431,979



Special Programs— Budget Unit 119 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 5,951,079	\$ 2,906,080	\$ 2,496,397	\$ 2,487,484	\$ (418,596)	-14.4%
Operating/Equity Transfers	93,076,792	172,814,066	136,749,466	155,520,532	(17,293,534)	-10.0%
Reserves	—	63,229,017	15,882,191	42,381,891	(20,847,126)	-33.0%
Total Net Expenditures	\$ 99,027,871	\$ 238,949,163	\$ 155,128,054	\$ 200,389,907	\$ (38,559,256)	-16.1%

Special Programs— Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1001	Special Program Fund 0001	\$ 24,228,509	\$ 15,424,764	\$ 15,424,764	\$ 15,424,764	\$ —	—
	Total Revenues	\$ 24,228,509	\$ 15,424,764	\$ 15,424,764	\$ 15,424,764	\$ —	—

Special Programs— Budget Unit 119 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 23,870,598	\$ 15,424,764	\$ 15,424,764	\$ 15,424,764	\$ —	—
Other Financing Sources	357,911	—	—	—	—	—
Total Revenues	\$ 24,228,509	\$ 15,424,764	\$ 15,424,764	\$ 15,424,764	\$ —	—

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 2014 Approved Budget	—	\$ 238,949,163	\$ 15,424,764
Board Approved Adjustments During FY 2014	—	(7,587,641)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(42,058,504)	—
Other Adjustments	—	(34,174,964)	—
Subtotal (Current Level Budget)	—	\$ 155,128,054	\$ 15,424,764
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 18,762,153	\$ —
Decision Packages			
Reserve for Ongoing Cost of Reclassifications/Labor Agreemts	—	1,500,000	—
Measure A One-time Reserve for SCVMC ER	—	12,399,200	—



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

	Positions	Appropriations	Revenues
Reserve for Retiree Health	—	2,168,521	—
Reserve for Affordable Housing	—	10,431,979	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 45,261,853	\$ —
Recommended Budget	—	\$ 200,389,907	\$ 15,424,764

Section 1: Finance and Government



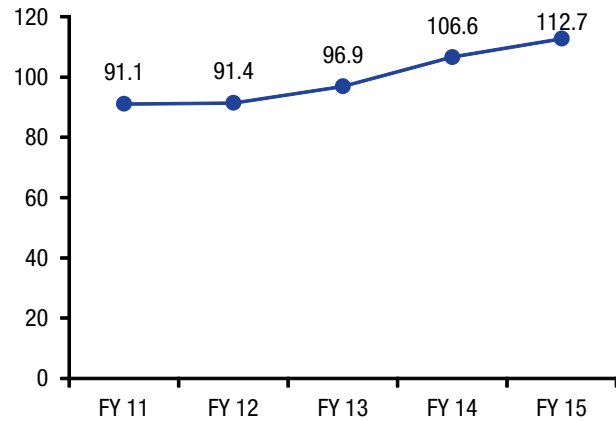
Appropriations for Contingencies

Overview

Contingency Reserve

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

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



Contingency Reserve

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

County Executive's Recommendation

◆ Establish FY 2015 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 2015 Recommended Budget is \$2,253,917,846 requiring a reserve of \$112,700,000 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 2015 Amount
4405110	State-Special Circumstances	\$15,924
4406110	State-AFDC-Foster Care	\$11,498,612
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	\$1,771,626
4520120	Federal-CalWorks	\$30,714,882
4520130	Federal-AFDC-Foster Care	\$14,801,676
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		\$133,330,905

Total One-time Cost: \$112,700,000



Reserves— Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1010	County Reserve Fund 0001	\$ —	\$ 106,583,000	\$ —	\$ 112,700,000	\$ 6,117,000	5.7%
Total Net Expenditures		\$ —	\$ 106,583,000	\$ —	\$ 112,700,000	\$ 6,117,000	5.7%

Reserves— Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1010	County Reserve Fund 0001	\$ —	\$ 106,583,000	\$ —	\$ 112,700,000	\$ 6,117,000	5.7%
Total Gross Expenditures		\$ —	\$ 106,583,000	\$ —	\$ 112,700,000	\$ 6,117,000	5.7%

Reserves— Budget Unit 910 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Reserves	\$ —	\$ 106,583,000	\$ —	\$ 112,700,000	\$ 6,117,000	5.7%
Total Net Expenditures	\$ —	\$ 106,583,000	\$ —	\$ 112,700,000	\$ 6,117,000	5.7%

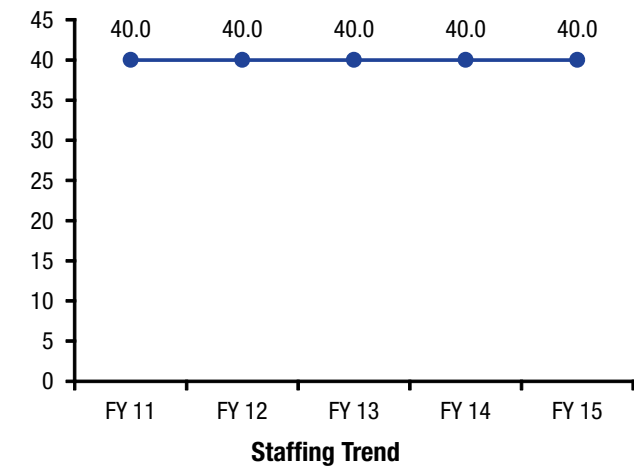
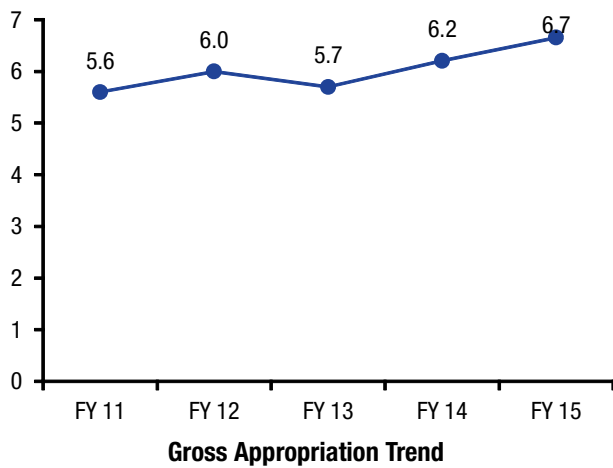
County Reserve Fund 0001 — Cost Center 1010 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 106,583,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(106,583,000)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Establish FY 2015 Contingency Reserve	—	112,700,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 112,700,000	\$ —
Recommended Budget	—	\$ 112,700,000	\$ —



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
---------------------------------------------	------------------------------------------	-------------------------------------------	------------------------------------------	-----------------------------------------



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 2014 Supervisor Mike Wasserman is the designated Board President. Each of the five board offices has budget for 8 full-time positions. The Offices of the Clerk of the Board and the County Executive provide support and assistance as well.

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

County Executive's Recommendation

Maintain the current level budget for Fiscal Year 2015.

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,034,075	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Net Expenditures		\$ 1,034,075	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,034,075	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Gross Expenditures		\$ 1,034,075	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisorial District #1— Budget Unit 101 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 1,022,477	\$ 1,144,784	\$ 1,237,065	\$ 1,237,065	\$ 92,281	8.1%
Services And Supplies	11,598	96,607	89,247	93,718	(2,889)	-3.0%
Total Net Expenditures	\$ 1,034,075	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

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 2014 Approved Budget	8.0	\$ 1,241,391	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,278	—
IntraCounty Adjustments	—	(9,753)	—
Other Adjustments	—	2,396	—
Subtotal (Current Level Budget)	8.0	\$ 1,326,312	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,471	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,471	\$ —
Recommended Budget	8.0	\$ 1,330,783	\$ —

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 755,696	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
	Total Net Expenditures	\$ 755,696	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 755,696	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
	Total Gross Expenditures	\$ 755,696	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisorial District #2— Budget Unit 102 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 729,217	\$ 1,150,754	\$ 1,243,037	\$ 1,243,037	\$ 92,283	8.0%
Services And Supplies	26,479	90,637	83,275	87,746	(2,891)	-3.2%
Total Net Expenditures	\$ 755,696	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

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 2014 Approved Budget	8.0	\$ 1,241,391	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,278	—
IntraCounty Adjustments	—	(7,362)	—



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

	Positions	Appropriations	Revenues
Other Adjustments	—	5	—
Subtotal (Current Level Budget)	8.0 \$	1,326,312 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	4,471 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	4,471 \$	—
Recommended Budget	8.0 \$	1,330,783 \$	—

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,119,126	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Net Expenditures		\$ 1,119,126	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,118,038	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Gross Expenditures		\$ 1,118,038	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisorial District #3— Budget Unit 103
Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 1,064,399	\$ 1,145,253	\$ 1,237,534	\$ 1,237,534	\$ 92,281	8.1%
Services And Supplies	53,639	96,138	88,778	93,249	(2,889)	-3.0%
Total Gross Expenditures	\$ 1,118,038	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Expenditure Transfers	1,088	—	—	—	—	—
Total Net Expenditures	\$ 1,119,126	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%



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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 16,787	\$ —	\$ —	\$ —	\$ —	—
Total Revenues		\$ 16,787	\$ —	\$ —	\$ —	\$ —	—

Supervisory District #3— Budget Unit 103 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Licenses, Permits, Franchises	\$ (187)	\$ —	\$ —	\$ —	\$ —	—
Other Financing Sources	16,974	—	—	—	—	—
Total Revenues	\$ 16,787	\$ —	\$ —	\$ —	\$ —	—

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 2014 Approved Budget		8.0 \$ 1,241,391	\$ —
Board Approved Adjustments During FY 2014		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	92,278
IntraCounty Adjustments		—	(8,651)
Other Adjustments		—	1,294
Subtotal (Current Level Budget)	8.0	\$ 1,326,312	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments		— \$	4,471 \$
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,471	\$ —
Recommended Budget	8.0	\$ 1,330,783	\$ —

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1104	Supervisory Dist #4 Fund 0001	\$ 1,094,966	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Net Expenditures		\$ 1,094,966	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%



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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1104	Supervisory Dist #4 Fund 0001	\$ 1,094,908	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Gross Expenditures		\$ 1,094,908	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisory District #4— Budget Unit 104 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 1,054,403	\$ 1,144,784	\$ 1,237,065	\$ 1,237,065	\$ 92,281	8.1%
Services And Supplies	40,505	96,607	89,247	93,718	(2,889)	-3.0%
Total Gross Expenditures	\$ 1,094,908	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Expenditure Transfers	59	—	—	—	—	—
Total Net Expenditures	\$ 1,094,966	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisory 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 2014 Approved Budget	8.0	\$ 1,241,391	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,278	—
IntraCounty Adjustments	—	(9,776)	—
Other Adjustments	—	2,419	—
Subtotal (Current Level Budget)	8.0	\$ 1,326,312	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,471	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,471	\$ —
Recommended Budget	8.0	\$ 1,330,783	\$ —



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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1105	Supervisory Dist #5 Fund 0001	\$ 1,110,782	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Net Expenditures		\$ 1,110,782	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1105	Supervisory Dist #5 Fund 0001	\$ 1,110,782	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%
Total Gross Expenditures		\$ 1,110,782	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisory District #5— Budget Unit 105 Expenditures by Object

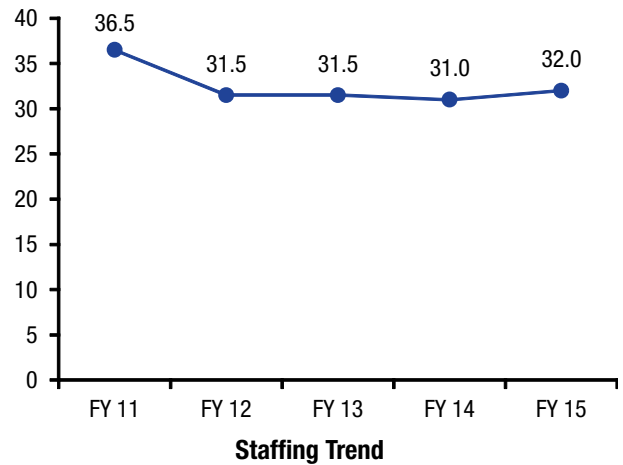
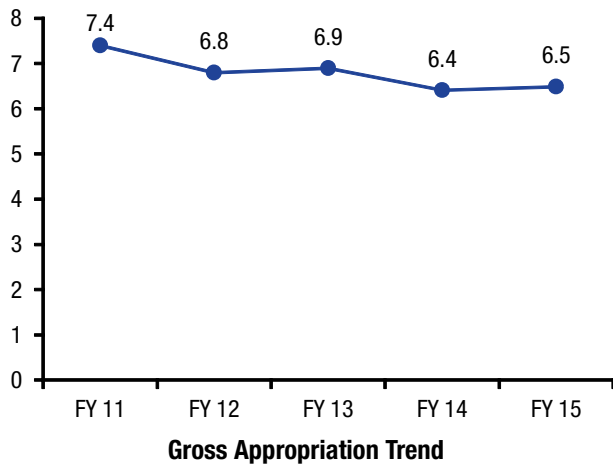
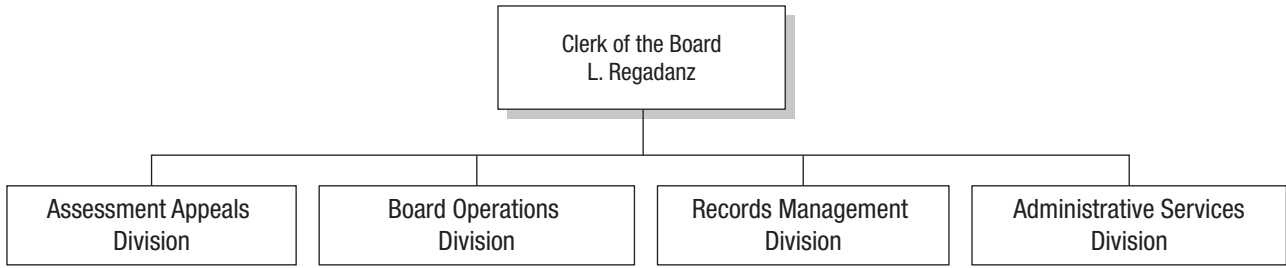
Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 1,012,792	\$ 1,150,728	\$ 1,243,011	\$ 1,243,011	\$ 92,283	8.0%
Services And Supplies	97,990	90,663	83,301	87,772	(2,891)	-3.2%
Total Net Expenditures	\$ 1,110,782	\$ 1,241,391	\$ 1,326,312	\$ 1,330,783	\$ 89,392	7.2%

Supervisory 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 2014 Approved Budget	8.0	\$ 1,241,391	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,278	—
IntraCounty Adjustments	—	(11,646)	—
Other Adjustments	—	4,289	—
Subtotal (Current Level Budget)	8.0	\$ 1,326,312	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,471	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,471	\$ —
Recommended Budget	8.0	\$ 1,330,783	\$ —



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 25 County Boards and Commissions by preparing and publishing meeting agendas and notices in accordance with legal requirements for public meetings, distributing meeting packets, webcasting Board of Supervisors and Board Policy Committee meetings, recording and publishing the Summary of Proceedings and minutes of the Board of Supervisors, processing Board referrals and items requiring action, recording various documents within statutory timelines, processing legal publications, postings and notices, administering oaths of office for various elected and appointed officials and County employees, posting vacancy notices, 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. The department also provides training to Form 700 filing officials and to County departments that provide administrative and meeting management support to Boards and Commissions.

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.

Records Management

Maintains the official records of the Board of Supervisors including agenda items and minutes, appointment records for Boards, Commissions and Committees, 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, receives and processes Lobbying registrations and disclosures reporting of Lobbying Activities, 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, and human resources.

Current and Emerging Issues

Assessment Appeals

A current challenge for the Department is the increased workload, particularly in the areas of Assessment Appeals and records. In Assessment Appeals, for example, while appeals applications have decreased from a high point of nearly 13,000 in 2009-2010, there are still more than 7,000 applications expected during the current tax year. While the next tax year might see a

further drop to 6,000 applications, this level is still much higher than the historically 3,000 range in more normal years. In order to successfully absorb this workload, while at the same time moving various projects forward, the Department continues to identify areas to streamline work, shift existing Department resources in and out of the areas of most need, and rely on the dedication of hard working staff.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Lobbying Ordinance	↑	Ability to track lobbyist registration and activity	—	(\$5,000)	\$25,000
Add Funding for Backup Batteries for the Board Chambers	↑	Minimize disruption of public meetings in Board Chambers	—	—	\$30,000
Fund Child Care Reimbursement Policy	↑	Ability to reimburse County Brown Act bodies for child care	—	\$34,000	—
Add Resources to Support all Four Divisions	↑	Increase resources to support all areas within the Department	1.0	\$94,593	(\$15,766)
Allocate Operation Expense to Provide Security	↑	Improve safety and security for meetings staffed by the Clerk of the Board	—	\$10,000	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Lobbying Ordinance

Recommended Action: Provide resources to support the new Lobbying Ordinance, including:

- \$25,000 one-time funds to support the technical services from Information Services Department (ISD) to develop the electronic system required by the ordinance;

- \$10,000 ongoing expense to support core components and enhancements to the electronic system; and
- Recognize \$15,000 ongoing revenue from the ordinance filing fee.



Service Impact: Per ordinance requirements, the electronic system will allow for the Department to accept on-line registrations from lobbyists, track registrations, track late registrations and associated penalties, and generate/develop reports.

Background: At the February 25, 2014 Board of Supervisors' meeting, the Board adopted Ordinance No. NS-19.42, which enacted a new Chapter VII of Division A3 relating to lobbying. Section A3-63 (Registration and Disclosure Requirements) requires the Clerk of the Board to manage the initial and annual registration of lobbyists in addition to providing quarterly disclosures for every calendar quarter. Section A3-65 requires lobbyists to pay an annual registration at the time of initial/annual registration, a late fee if the fee is not paid at the time of registration or renewal, and a late fee for failure to file the required quarterly activity report timely.

On March 25, 2014, the Board adopted a resolution to adopt a fee schedule relating to the Lobbyist Registry. The fee amount is based on the productive hourly rate and accounts for the average processing time of a new registration by calculating the blended productive rate for processing staff.

One-time Cost: \$25,000
Ongoing Cost: \$10,000
Ongoing Revenue: \$15,000

↑ Add Funding for Backup Batteries for the Board of Chamber

Recommended Action: Allocate one-time funds to purchase two backup batteries for the server that is directly supporting the Board Chambers sound system.

Service Impacts: Backup batteries will allow the Information Services Department team to remotely monitor the Board meetings and troubleshoot problems with the sound system without any disruption to the chambers and the public viewing remotely. In addition, it will also help reduce the emergency calls to Integrated Communication Systems (ICS), the current vendor.

Background: The equipment in the Chambers sound room is extensively interconnected and composed of at least a dozen different modules. Because of the number of connections and how data and information is routed

through those modules, they need to communicate in a specific way. Losing power has resulted in those modules failing to reconnect properly. While there has not been a power outage during a Board meeting, the problems with equipment properly connecting has caused technical issues during Board meetings and Committee meetings. Diagnosis in many cases has required that technical staff from ICS physically be present in Chambers to review the equipment and connections, generating an unplanned expense for the Department.

One-time Cost: \$30,000

↑ Fund Child Care Reimbursement Policy

Recommended Action: Add funding to support the Child Care Expense Reimbursement Policy for the County Commissions.

Based on a survey created by Administration, the ongoing annual budget for this Policy has been estimated at \$34,000 per year.

Service Impact: This policy allows members of County Brown Act bodies (Boards and Commissions) to receive reimbursement for child care expenses incurred while in the performance of their official County duties.

Background: On April 15, 2014, the Board of Supervisors' adopted Ordinance No. NS-300.871 amending Section 9 of Division A6 of the Santa Clara Ordinance Code relating to Child Care Expense Reimbursement, providing the Board of Supervisors with the general authority to provide members of County Boards and Commissions with reimbursements for actual and necessary child care expenses incurred. The Board directed the Office to promote this policy to current and prospective County Board and Commission members and directed Administration to develop a budget estimate for child care reimbursement to incorporate in the Department's FY 2015 budget.

Ongoing Cost: \$34,000

↑ Add Resources to Support all Four Divisions

Recommended Action: Add 1.0 FTE Office Specialist III position to help support the four divisions within the Office of the Clerk of the Board.

Service Impact: The Office Specialist III position will serve all four service divisions within the Clerk of the Boards’ Department. Support will be provided in the following areas:

- Lobbying Ordinance: Primary support to receive and process the registration forms, generate reports, manage the posting of forms online, develop training materials and communicate with the Lobbyists, and provide customer services and general reports as required by the Ordinance;
- Child Care Expense Reimbursement Policy: Administer Policy for members of County Boards and Commissions, assist in promoting policy to current and prospective County Boards and Commission members, and process reimbursement claims;
- Assessment Appeals: Provide support during the peak season from July to December;
- Board Operations Division: Provide support during budget seasons including the mid-year budget activities, at the last Board meeting of each Calendar Year, as well as the end of Fiscal Year activities; and

- Confidential Secretary and Receptionist: Provide back-up coverage during absences, as well as support the room reservation and meeting facilitation team.

Positions Added: 1.0 FTE
Ongoing Cost: \$94,593
One-time Savings: \$15,766

2 months salary savings reflecting time for recruitment

↑ Allocate Operation Expense to Provide Security

Recommended Action: Add funding to support ongoing operation expense to provide after-hour security to Commission meetings, Commission workshops, and Committee meetings staffed by the Clerk of the Board and held at the County Government Center.

Service Impact: The increased funding will pay for overtime expenses for a Sheriff Deputy to provide safety and security to County staff, volunteers, and the general public who participate in after-hour County activities.

Ongoing Cost: \$10,000

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1106	Clerk Of The Board Fund 0001	\$ 3,821,410	\$ 4,077,039	\$ 3,985,118	\$ 4,182,468	105,429	2.6%
1171	Special Appropriations Fund 0001	1,816,800	1,751,869	1,793,604	1,793,604	41,735	2.4%
1173	SB 813 Admin Fund 0001	346,329	524,400	458,340	458,837	(65,563)	-12.5%
1299	Fish And Games Comm Fund 0033	4,000	4,000	4,000	4,000	—	—
Total Net Expenditures		\$ 5,988,538	\$ 6,357,308	\$ 6,241,062	\$ 6,438,909	81,601	1.3%



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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1106	Clerk Of The Board Fund 0001	\$ 3,884,914	\$ 4,131,877	\$ 4,036,550	\$ 4,233,900	\$ 102,023	2.5%
1171	Special Appropriations Fund 0001	1,816,800	1,751,869	1,793,604	1,793,604	41,735	2.4%
1173	SB 813 Admin Fund 0001	346,329	524,400	458,340	458,837	(65,563)	-12.5%
1299	Fish And Games Comm Fund 0033	4,000	4,000	4,000	4,000	—	—
Total Gross Expenditures		\$ 6,052,042	\$ 6,412,146	\$ 6,292,494	\$ 6,490,341	\$ 78,195	1.2%

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

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 2,806,104	\$ 3,259,959	\$ 3,450,221	\$ 3,529,048	\$ 269,089	8.3%
Services And Supplies	3,245,939	3,152,187	2,842,273	2,961,293	(190,894)	-6.1%
Total Gross Expenditures	\$ 6,052,042	\$ 6,412,146	\$ 6,292,494	\$ 6,490,341	\$ 78,195	1.2%
Expenditure Transfers	(63,504)	(54,838)	(51,432)	(51,432)	3,406	-6.2%
Total Net Expenditures	\$ 5,988,538	\$ 6,357,308	\$ 6,241,062	\$ 6,438,909	\$ 81,601	1.3%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1106	Clerk Of The Board Fund 0001	\$ 327,242	\$ 309,667	\$ 265,153	\$ 280,153	\$ (29,514)	-9.5%
1299	Fish And Games Comm Fund 0033	6,931	2,500	2,500	2,500	—	—
Total Revenues		\$ 334,173	\$ 312,167	\$ 267,653	\$ 282,653	\$ (29,514)	-9.5%

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

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 47,847	\$ 37,067	\$ 42,873	\$ 57,873	\$ 20,806	56.1%
Licenses, Permits, Franchises	279,396	272,600	222,280	222,280	(50,320)	-18.5%
Fines, Forfeitures, Penalties	6,931	2,500	2,500	2,500	—	—
Total Revenues	\$ 334,173	\$ 312,167	\$ 267,653	\$ 282,653	\$ (29,514)	-9.5%



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 2014 Approved Budget	26.0	\$ 4,077,039	\$ 309,667
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	264,609	—
IntraCounty Adjustments	—	(55,770)	—
Other Adjustments	—	(300,760)	(44,514)
Subtotal (Current Level Budget)	27.0	\$ 3,985,118	\$ 265,153
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 9,523	\$ —
Decision Packages			
Lobbying Ordinance	—	35,000	15,000
Add Funding for Backup Batteries for the Board of Chamber	—	30,000	—
Fund Child Care Reimbursement Policy	—	34,000	—
Add Resources to Support all Four Divisions	1.0	78,827	—
Allocate Operation Expense to Provide Security	—	10,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 197,350	\$ 15,000
Recommended Budget	28.0	\$ 4,182,468	\$ 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 2014 Approved Budget	—	\$ 1,751,869	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	450	—
Other Adjustments	—	41,285	—
Subtotal (Current Level Budget)	—	\$ 1,793,604	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,793,604	\$ —



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

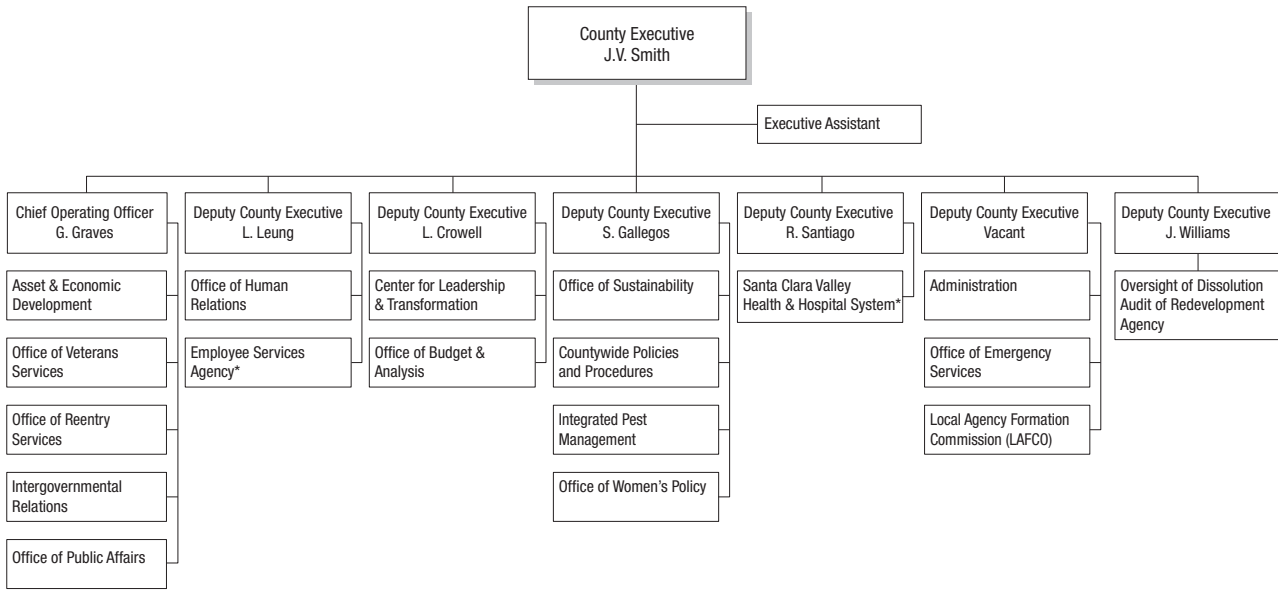
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	5.0	\$ 524,400	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(67,388)	—
IntraCounty Adjustments	—	126	—
Other Adjustments	—	1,202	—
Subtotal (Current Level Budget)	4.0	\$ 458,340	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 497	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 497	\$ —
Recommended Budget	4.0	\$ 458,837	\$ —

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

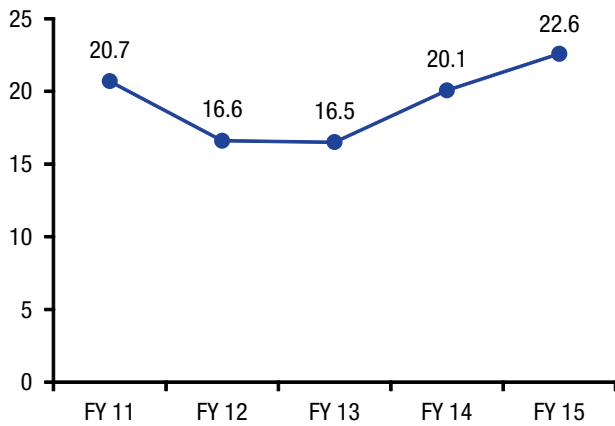
	Positions	Appropriations	Revenues
0033-Fish and Game Fund (Fund Number 0033)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,000	\$ 2,500
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 4,000	\$ 2,500



Office of the County Executive

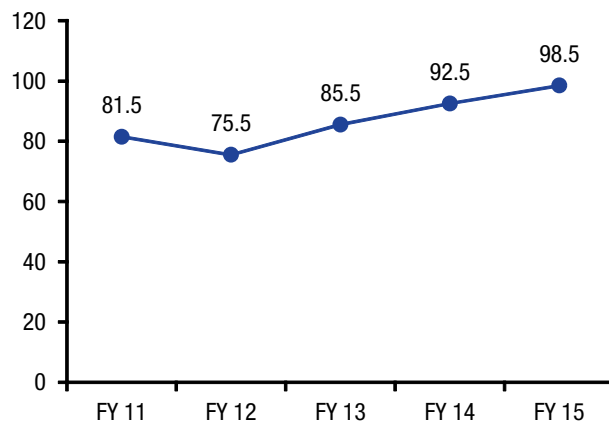


*Denotes major services that are not provided within the Office of the County Executive



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 offices, both elective and appointive. The County Executive is supported by a Chief Operating Officer and six Deputy County Executives, one of whom is the Director of the Employee Services Agency.

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

Administrative Oversight and Interdepartmental Coordination

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

The Office of Asset & Economic Development coordinates economic development efforts between the County and its member cities and provides a liaison with Work Force Investment Boards that serve the County. The Office provides support to other County departments regarding development of underutilized County assets, leads the development of surplus properties, and manages the federal base closure process for the Private George L. Richey U.S. Army Reserve Center.

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

The Office of Emergency Services maintains the Santa Clara County Operational Area Emergency Operations Plan and the County Emergency Operations Center. The County Emergency Operations Plan provides information on the County's ability to prevent, prepare for, mitigate, respond to, and recover from emergency

and disaster situations. Staff conduct emergency preparedness training and exercises, promote community preparedness, coordinate Operational Area functions for Santa Clara County, and create and maintain emergency planning documents. OES maintains AlertSCC, the County's emergency notification system, and is responsible for training the County workforce as Disaster Service Workers. The Office (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 regarding policies, programs, and services of the County, provides media relations support to County departments, and assists with activities that engage the public in County-sponsored events. Serving as principal spokesperson on policy issues, Countywide issues, and catastrophic events, the Public Affairs unit also supports the County's three Sister County Commissions. Public Affairs staff also coordinate SCC GOV 101 courses, which educate and engage the community about services provided by the County of Santa Clara.

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 and liaisons with regional, state, and local organizations regarding sustainability and climate action, and promotes a leadership position for the

County in this area. The Office is responsible for developing and coordinating sustainability, climate and energy programs, implementing the County's sustainability policies and working across departments and jurisdictional lines to promote initiatives that will have a beneficial effect on the economy, the environment and social equity.

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

The Office of Cultural Competency for Children's Services was established in 2013 to centralize a cross-departmental effort to address the challenges of the disproportional representation of children of color within the Social Services Agency Department of Families and Children's Services and Juvenile Probation.

The Office of Intergovernmental Relations directs the County's legislative activities, including coordination of advocacy efforts. It also publishes the annual Legislative Priorities and Policies document, which describes County-initiated legislation and County policies 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 (LAFCO), which oversees boundary changes, is housed in this Office.
- The CEO houses the administrative support for closeout of the Measure B Transportation Improvement Program including oversight of remaining projects managed by the Valley Transportation Authority and the Department of Roads and Airports, and management of the annual financial audit.
- The Office of the County Executive 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 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 assist in obtaining benefits from the Federal and State Departments of Veterans Affairs, and the Federal Department of Defense. Services are founded on respectful advocacy and representation to the veterans' community regarding earned entitlement rights to benefits and services. Outreach is provided to hard to contact veterans, such as those who are homeless. Additionally, services are provided to veterans within the County criminal justice system to assist in rehabilitation.

The Office of Human Relations (OHR) provides services including immigration and citizenship assistance, dispute resolution and ombuds services, inmate observer, and hate free community prevention and intervention to members of the community. OHR staff support the Human Relations Commission, and facilitate the resolution of complaints, concerns and access issues brought forward by community members regarding County services.

The Office of Reentry Services The Office of Reentry Services promotes effective policies, practices, and services to implement the Public Safety Realignment Program (AB 109) approved by the Board of Supervisors on September 27, 2011, and the Adult Reentry Strategic Plan approved by the Board of Supervisors on September 25, 2012, with the goal to identify strategies to better link inmates to effective in-custody services and reduce repeat offenders. Staff coordinates, facilitates, and performs follow-up in all aspects of AB 109 and the Strategic Plan, which include budget and fiscal oversight; policy and legislative oversight; departmental coordination; participation on various working groups, councils, networks, partnerships; and data and evaluation oversight. Most importantly, the Office of Reentry Services is responsible to oversee the operations of the County of Santa Clara Reentry Resource Center (RRC) a centralized assessment and resource facility where individuals released from custody and/or on Probation or Parole can receive service referrals and wrap around services to help them become stable and self-sufficient as they reintegrate into the community.

Current and Emerging Issues

Emergency Operational Area Council

Planning for response to, and recovery from, a natural disaster or other emergency has long required regional approaches due to the wide area of impact. Multi-jurisdictional coordination can be problematic whenever such regional efforts are required, and Emergency Management is no exception. The County Executive's Office of Emergency Services, in conjunction with the County Fire Department, plays a leadership role in County efforts in this regard. In Fiscal Year 2013, the Board of Supervisors acted to reorganize, streamline, and consolidate the disaster and emergency planning efforts through the creation of the Santa Clara

County Emergency Operational Area Council (EOAC). Through its creation the new council absorbed the roles previously filled by the County Disaster Council and the Emergency Preparedness Council. This new council is an interim measure until a formal joint powers authority (JPA) can be established. Work is currently underway on the development of a JPA. Although it will likely require a year or more to formalize a JPA, the council recognized the value of working together as partners under the EOAC immediately.



Efforts are also underway to better integrate support of the upward of 40 other non-profit and private sector groups who support preparedness and recovery efforts. The unified EOAC will conduct joint training and exercising to ensure key leaders and staff know each other and develop a shared basis of knowledge before being put to the test in a major emergency.

Civic Center Master Planning and Development

With the County's acquisition of the former San Jose City Hall site and the former U.S. Army Reserve site from the Federal Department of Defense, the County has begun the 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 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.

As the first step during Fiscal Year 2014, the County initiated an assessment of its own space needs founded on principles of improving efficiency and reducing the

cost of delivering County services. During this period, the County also begun exclusively negotiating potential terms of a master development agreement with the Lowe Enterprises, successful winner of the County's 2014 Civic Center Developer Request for Qualifications process. The County intends to complete the Facilities Needs Assessment by September 2014, followed by master planning efforts headed by Lowe Enterprises in mid-Fiscal Year 2015.

Fairgrounds Master Planning

During FY 2015, the County Executive's Office and the Board of Supervisors will continue the process of master planning the future of the County Fairgrounds. The County will evaluate strengths, weaknesses, and opportunities that currently exist as the Fairgrounds, as well as future development potential. The Fairgrounds will be assessed against current and best practices of fairgrounds management, as well as having its underutilized areas analyzed to determine options for use that would maximize public benefit for all residents of the County. The process will continue the County's commitment to engage stakeholders and the larger community throughout the creation and implementation of the master plan. It will answer 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 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Funding to Refurbish the Lower Level Conference Room	↑	Enables the provision of optimal functionality.	—	—	\$25,000
Allocate Funding for Latino Fellows Program	↑	Provides the opportunity to address Latino over-representation in County Justice and Dependency systems.	—	\$30,000	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Staff to Support Budget & Public Policy Initiatives	↑	Provides the County Executive's Office with the resources to respond to increased demands related to complex program and policy centric budget analysis.	3.0	\$508,291	(\$78,680)
Augment Staff to Support Domestic Violence Collaboratives	↑	Enhances support and guidance to the County's Commission on the Status of Women and the Domestic Violence Council.	1.0	\$141,445	(\$26,147)
Allocate Funding to the MANOS Foundation Demonstration Project	↑	Provides the County the ability to support Latino emergence in Technology through the implementation of a business mentoring and coaching program in Silicon Valley.	—	—	\$58,000
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$124,877)

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

Section 1: Finance and Government

↑ Add Funding to Refurbish the Lower Level Conference Room

Recommended Action: Increase one-time expenditures by \$25,000 to improve and refresh the Lower Level Conference Room, in the East Wing of the County Government Center.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Lower Level Conference Room is a workhorse meeting space, but it is in very poor physical condition. In order to achieve optimal functionality, outdated signage needs to be both replaced and updated; a security card reader needs to be installed so that access is restricted to authorized users only; and the current obsolete wall-mounted video player needs to be replaced to allow for modern presentations. Additionally, there is need for new paint, carpet, tables and chairs.

One-time Cost: \$25,000

↑ Allocate Funding for Latino Fellows Program

Recommended Action: Appropriate an ongoing expenditure to fund agreements with community-based organizations for services of the Principal Fellow and professional facilitation services.

Service Impact: Efforts will be re-established and increased to support efforts to address Latino over-representation in the Criminal Justice, Juvenile Justice, and Dependency Systems in the County of Santa Clara.

Background: The County provided financial support to the Latino Fellows Program from September 2011 through June 2013. The Program is run by the Institute for Non-Violence with program objectives to utilize the Harvard Negotiation and Mediation Clinical Program Conflict Assessment to enhance the capacity of local Latino participants in building consensus-based agreements for transformative systems change using a multi-system, multi-stakeholder framework.

Ongoing Cost: \$30,000



↑ Augment Staff to Support Budget & Public Policy Initiatives

Recommended Action: Add 3.0 FTE Principal Budget & Public Policy Analyst/Budget and Public Policy Analyst positions in the Office of Budget and Analysis (OBA), allocate a \$6,000 one-time expenditure for systems equipment, furniture, and supplies, and Amend Footnote 82 in Master Salary Ordinance NS-5.14 to allow a maximum of four (4) Budget & Public Policy Analyst positions to be filled at the Principal level.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The recommended action will increase analytical staff in the OBA from 11.0 FTE to 14.0 FTE and increase the number of analyst positions that may be filled at the Principal level from two to four. Increased staff resources in OBA will allow the office to build critically necessary analytical expertise in the following areas:

- Hospital finance and operations - including changes in healthcare financing resulting from the Affordable Care Act and Medicaid Expansion, reconciliation of SCVMC budget and accounting systems with County enterprise systems, and development of financial forecasting models
- State revenue sources - particularly the intricacies of 1991 Realignment, 2011 Health Realignment, and 2011 Public Safety Realignment and subsequent relevant legislation
- Long term forecasting of costs for major financial obligations such as County debt service, retiree health, and pensions
- Management of budget and policy issues relating to the voter-approved 1/8 cent sales tax (Measure A), including reconciliation of actual expenditures to budget allocations, forecasting of future revenue, and coordination of department evaluation and outcome reporting efforts.

With increased knowledge in each of these areas, OBA will be able to provide the County Executive, the Board of Supervisors, and operating departments with more in-depth fiscal and policy analysis, thereby supporting the decision-making process at all levels.

Background: At present, OBA has 11.0 FTE analyst positions and each position is assigned a department or group of departments. Current staffing allows only one analyst to be assigned to highly complex departments such as SCVMC and the Social Services Agency (including In-Home Supportive Services). There is little capacity for cross-training or knowledge sharing across assignments and any turnover in staff leaves the office vulnerable to a loss of expertise in areas that have significant financial impacts for the County. Increasing the number of analyst positions may that be filled at the Principal level allows for more appropriate compensation of analysts who are assigned the most complex analytical assignments or who assume lead responsibility for either a specific policy area or a specific function in the office.

Positions Added: 3.0

Ongoing Cost: \$508,291

One-time Net Savings: \$78,680

2 months salary savings of \$84,680, reflecting time for recruitment, offset by a one-time equipment and supplies cost of \$6,000

↑ Augment Staff to Support Domestic Violence Collaboratives

Recommended Action: Add 1.0 FTE Management Analyst position in the Office of Women's Policy (OWP).

Service Impact: This position will enhance support to the two commissions that are staffed by the OWP, the Commission on the Status of Women and the Domestic Violence Council. These are large, active commissions that require considerable support for their operations. The position will serve in a key policy advisory role to ensure their activities are in congruence with the priorities of the Board of Supervisors and inclusive of the needs of Santa Clara County residents and remain compliant with the Brown Act. Additionally, the position will monitor trends, best practices, County department efforts and legislative initiatives for these commissions. The complexity of the work of staffing these two commissions and the issues they address have increased over the last few years, especially

considering changes in legislation that impact policies and practices in key areas such as domestic violence, human trafficking, and workplace rights.

Positions Added: 1.0
Ongoing Cost: \$141,445
One-time Savings: \$26,147

2 months budgeted salary reduction reflecting time for recruitment.

↑ Allocate Funding to the MANOS Foundation Demonstration Project

Recommended Action: Allocate a one-time appropriation of \$58,000 to support the MANOS Demonstration Project.

Service Impact: The MANOS Demonstration Project will provide the County the ability to support Latino emergence in Technology through the implementation of a business mentoring and coaching program. In its search for potential Latino entrepreneurs, MANOS will reach outside of the Silicon Valley area to those who may not be currently located here but who want to connect with and potentially locate in Silicon Valley. MANOS' stated objective is to support Latino entrepreneurship and to foster growth in the Latino technology business community in Silicon Valley. In terms of economic development policy and particularly

Technology Sector, this would mean developing strategies to support those who are most underrepresented and marginalized, including Latinos and women. This would be a one-year trial program, whose outcomes would be evaluated as part of consideration of any future funding.

One-time Cost: \$58,000

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize a one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Program resources.

One-time Savings: \$124,877

County Executive— Budget Unit 107 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
010717	County Executive Administration -Fund 0001	\$ 8,489,116	\$ 9,313,429	\$ 9,435,928	\$ 9,707,493	\$ 394,064	4.2%
1220	Budget And Analysis Fund 0001	2,208,451	2,330,734	2,564,662	2,996,243	665,509	28.6%
1330	Veterans' Services - Fund 0001	544,000	726,684	715,186	715,933	(10,751)	-1.5%
2530	Office Of Emergency Svcs Fund 0001	8,284,411	2,425,760	2,423,351	2,450,752	24,992	1.0%
2532	Office of Sustainability - Fund 0001	1,143,804	1,073,821	834,809	835,554	(238,267)	-22.2%
2535	AB109-Resource Services - Fund 0001	379,662	1,402,936	1,324,402	1,325,323	(77,613)	-5.5%
2536	Reentry-Resource Services- Fund 0001	—	—	1,792,865	1,792,865	1,792,865	NA
5700	Human Relations Fund 0001	1,240,820	1,372,920	1,396,430	1,399,325	26,405	1.9%
Total Net Expenditures		\$ 22,290,264	\$ 18,646,284	\$ 20,487,633	\$ 21,223,488	\$ 2,577,204	13.8%



County Executive— Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
010717	County Executive Administration -Fund 0001	\$ 8,603,889	\$ 9,558,716	\$ 9,690,397	\$ 9,961,962	\$ 403,246	4.2%
1220	Budget And Analysis Fund 0001	2,208,451	2,420,734	2,564,662	2,996,243	575,509	23.8%
1330	Veterans' Services - Fund 0001	544,000	726,684	715,186	715,933	(10,751)	-1.5%
2530	Office Of Emergency Svcs Fund 0001	8,328,703	2,425,760	2,423,351	2,450,752	24,992	1.0%
2532	Office of Sustainability - Fund 0001	1,143,804	1,073,821	834,809	835,554	(238,267)	-22.2%
2535	AB109-Resource Services - Fund 0001	379,662	1,402,936	1,324,402	1,325,323	(77,613)	-5.5%
2536	Reentry-Resource Services- Fund 0001	—	—	1,792,865	1,792,865	1,792,865	NA
5700	Human Relations Fund 0001	1,422,979	1,561,452	1,584,962	1,587,857	26,405	1.7%
Total Gross Expenditures		\$ 22,631,488	\$ 19,170,103	\$ 20,930,634	\$ 21,666,489	\$ 2,496,386	13.0%

County Executive— Budget Unit 107 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 11,278,258	\$ 13,137,434	\$ 14,399,511	\$ 14,938,420	\$ 1,800,986	13.7%
Services And Supplies	11,334,212	6,032,669	6,531,123	6,728,069	695,400	11.5%
Fixed Assets	19,018	—	—	—	—	—
Total Gross Expenditures	\$ 22,631,488	\$ 19,170,103	\$ 20,930,634	\$ 21,666,489	\$ 2,496,386	13.0%
Expenditure Transfers	(341,225)	(523,819)	(443,001)	(443,001)	80,818	-15.4%
Total Net Expenditures	\$ 22,290,264	\$ 18,646,284	\$ 20,487,633	\$ 21,223,488	\$ 2,577,204	13.8%

County Executive— Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
010717	County Executive Administration -Fund 0001	\$ 20,410,544	\$ 6,519,144	\$ 6,625,150	\$ 6,625,150	\$ 106,006	1.6%
1220	Budget And Analysis Fund 0001	24,614	—	—	—	—	—
1330	Veterans' Services - Fund 0001	85,569	90,000	90,000	90,000	—	—
2530	Office Of Emergency Svcs Fund 0001	6,716,783	—	—	—	—	—



County Executive— Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2532	Office of Sustainability - Fund 0001	521,339	635,825	169,936	169,936	(465,889)	-73.3%
2535	AB109-Resource Services - Fund 0001	375,608	1,402,936	1,346,193	1,471,070	68,134	4.9%
2536	Reentry-Resource Services- Fund 0001	—	—	1,792,864	1,792,864	1,792,864	NA
5700	Human Relations Fund 0001	255,192	440,160	301,200	301,200	(138,960)	-31.6%
Total Revenues \$		28,389,650 \$	9,088,065 \$	10,325,343 \$	10,450,220 \$	1,362,155	15.0%

County Executive— Budget Unit 107 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - Federal	\$ 7,499,792	\$ 643,825	\$ 169,936	\$ 169,936	\$ (473,889)	-73.6%
Other Financing Sources	17,917,801	5,646,896	5,450,193	5,575,070	(71,826)	-1.3%
Charges For Services	2,788,264	2,707,344	2,822,350	2,822,350	115,006	4.2%
Aid From Government Agencies - State	183,793	90,000	1,882,864	1,882,864	1,792,864	1,992.1%
Total Revenues \$	28,389,650 \$	9,088,065 \$	10,325,343 \$	10,450,220 \$	1,362,155	15.0%

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 2014 Approved Budget	41.0	\$ 9,313,429	\$ 6,519,144
Board Approved Adjustments During FY 2014	1.0	(14,299)	(5,536)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	431,015	—
IntraCounty Adjustments	—	(146,204)	4,536
Other Adjustments	—	(148,013)	107,006
Subtotal (Current Level Budget)	42.0	\$ 9,435,928	\$ 6,625,150
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 43,267	\$ —
Decision Packages			
Add Funding to Refurbish the Lower Level Conference Room	—	25,000	—
Allocate Funding for Latino Fellows Program	—	30,000	—
Allocate Funds to the MANOS Foundation Demonstration Project	—	58,000	—



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

	Positions	Appropriations	Revenues
Augment Staff to Support Domestic Violence Collaboratives	1.0	115,298	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 271,565	\$ —
Recommended Budget	43.0	\$ 9,707,493	\$ 6,625,150

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 2014 Approved Budget	13.0	\$ 2,330,734	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	185,335	—
IntraCounty Adjustments	—	73,887	—
Other Adjustments	—	(25,294)	—
Subtotal (Current Level Budget)	13.0	\$ 2,564,662	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,970	\$ —
Decision Packages			
Augment Staff to Support Budget & Public Policy Initiatives	3.0	429,611	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 431,581	\$ —
Recommended Budget	16.0	\$ 2,996,243	\$ —

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 2014 Approved Budget	6.0	\$ 726,684	\$ 90,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(11,189)	—
IntraCounty Adjustments	—	(309)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 715,186	\$ 90,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 747	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 747	\$ —
Recommended Budget	6.0	\$ 715,933	\$ 90,000

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 2014 Approved Budget	8.5	\$ 2,425,760	\$ —
Board Approved Adjustments During FY 2014	-1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	75,490	—
IntraCounty Adjustments	—	(405,645)	—
Other Adjustments	—	327,746	—
Subtotal (Current Level Budget)	7.5	\$ 2,423,351	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 27,401	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 27,401	\$ —
Recommended Budget	7.5	\$ 2,450,752	\$ —

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 2014 Approved Budget	6.0	\$ 1,073,821	\$ 635,825
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(16,839)	—
IntraCounty Adjustments	—	2,694	—
Other Adjustments	—	(224,867)	(465,889)
Subtotal (Current Level Budget)	6.0	\$ 834,809	\$ 169,936
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 745	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 745	\$ —
Recommended Budget	6.0	\$ 835,554	\$ 169,936

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 2014 Approved Budget	5.0	\$ 1,402,936	\$ 1,402,936
Board Approved Adjustments During FY 2014	1.0	736,494	1,792,864
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,710	—
IntraCounty Adjustments	—	(125,244)	(56,743)
Other Adjustments	—	(736,494)	(1,792,864)
Subtotal (Current Level Budget)	6.0	\$ 1,324,402	\$ 1,346,193
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 921	\$ 124,877
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 921	\$ 124,877
Recommended Budget	6.0	\$ 1,325,323	\$ 1,471,070

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 2014 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2014	1.0	156,249	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	900,122	—
Other Adjustments	—	736,494	1,792,864
Subtotal (Current Level Budget)	1.0	\$ 1,792,865	\$ 1,792,864
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 1,792,865	\$ 1,792,864

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 2014 Approved Budget	10.0	\$ 1,372,920	\$ 440,160
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	91,432	—
IntraCounty Adjustments	—	(20,336)	—
Other Adjustments	—	(47,586)	(138,960)
Subtotal (Current Level Budget)	10.0	\$ 1,396,430	\$ 301,200
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,895	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,895	\$ —
Recommended Budget	10.0	\$ 1,399,325	\$ 301,200

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 332,315	\$ 693,932	\$ 711,182	\$ 711,555	\$ 17,623	2.5%
Total Net Expenditures		\$ 332,315	\$ 693,932	\$ 711,182	\$ 711,555	\$ 17,623	2.5%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 614,095	\$ 896,898	\$ 914,148	\$ 914,521	\$ 17,623	2.0%
Total Gross Expenditures		\$ 614,095	\$ 896,898	\$ 914,148	\$ 914,521	\$ 17,623	2.0%



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

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 411,929	\$ 434,314	\$ 462,257	\$ 462,257	\$ 27,943	6.4%
Services And Supplies	202,166	312,584	301,891	302,264	(10,320)	-3.3%
Reserves	—	150,000	150,000	150,000	—	—
Total Gross Expenditures	\$ 614,095	\$ 896,898	\$ 914,148	\$ 914,521	\$ 17,623	2.0%
Expenditure Transfers	(281,780)	(202,966)	(202,966)	(202,966)	—	—
Total Net Expenditures	\$ 332,315	\$ 693,932	\$ 711,182	\$ 711,555	\$ 17,623	2.5%

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 334,149	\$ 435,932	\$ 435,932	\$ 435,932	—	—
Total Revenues		\$ 334,149	\$ 435,932	\$ 435,932	\$ 435,932	—	—

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

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Licenses, Permits, Franchises	\$ 45,458	\$ 25,000	\$ 25,000	\$ 25,000	—	—
Revenue From Use Of Money/Property	3,416	5,000	5,000	5,000	—	—
Charges For Services	282,625	405,932	405,932	405,932	—	—
Revenue From Other Government Agencies	2,650	—	—	—	—	—
Total Revenues	\$ 334,149	\$ 435,932	\$ 435,932	\$ 435,932	—	—

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 2014 Approved Budget	3.0	\$ 693,932	\$ 435,932
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,943	—
IntraCounty Adjustments	—	(10,693)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 711,182	\$ 435,932

Recommended Changes for FY 2015

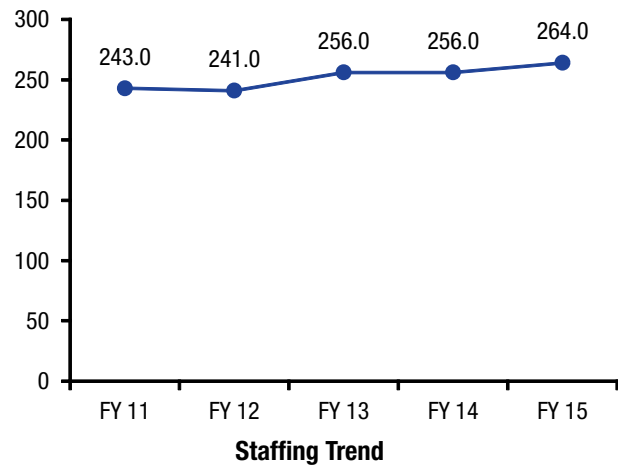
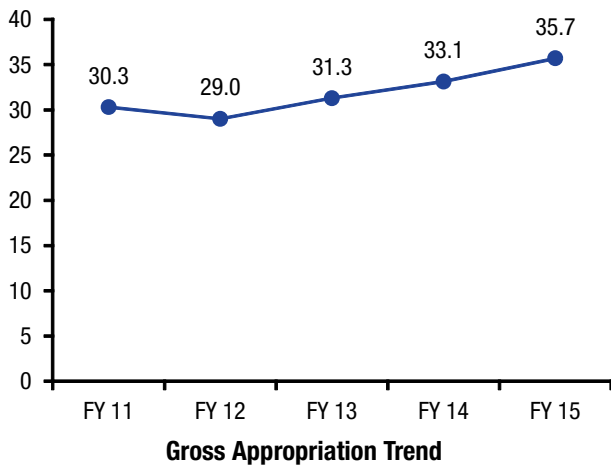
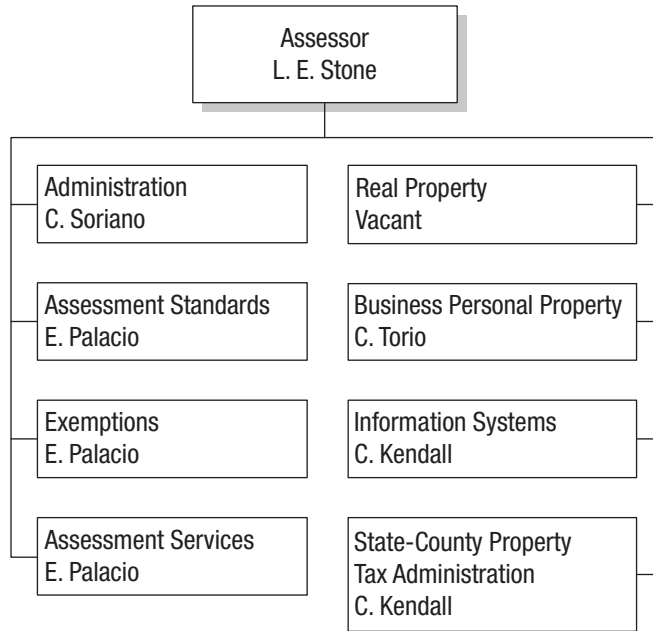


Local Agency Formation Comm Fund 0019 — Cost Center 1114
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 373	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 373	\$ —
Recommended Budget	3.0	\$ 711,555	\$ 435,932



Office of the Assessor



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



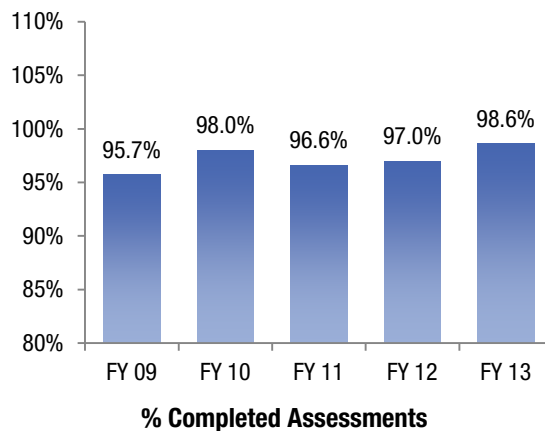
Performance Metrics

The Office maintains a comprehensive cost accounting system that tracks production hours and costs by type of activity. Beginning FY 2014, 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



The percentage of assessments completed by June 30, 2013 was 98.6%, a 1.6% improvement over last year.

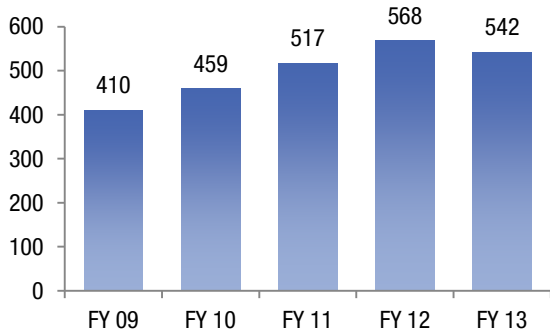
Why is this important?

The assessment roll is the basis by which property taxes are levied.

The completeness of the assessment roll assures those agencies dependent upon property tax revenue that the roll reflects the current market activity.



Production of the Annual and Supplemental Rolls



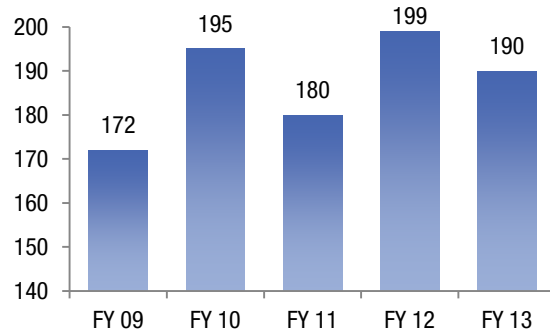
Average Number of Days to Resolve an Appeal

The average number of days for an assessment appeal to be resolved by June 30, 2013 was **542** days, taking 26 days less 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

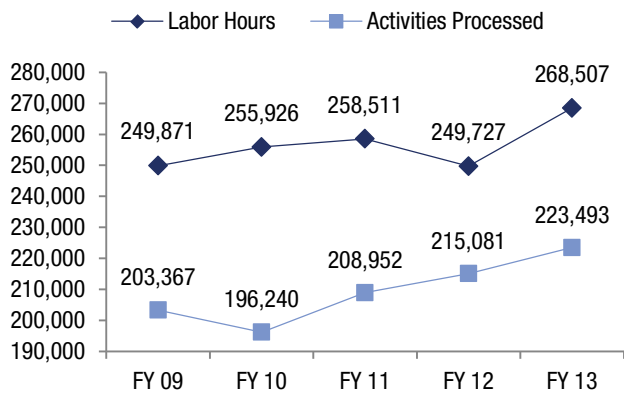
As of June 30, 2013 supplemental assessments were delivered to the Tax Collector in 190 days, taking 9 days less than last year.

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)

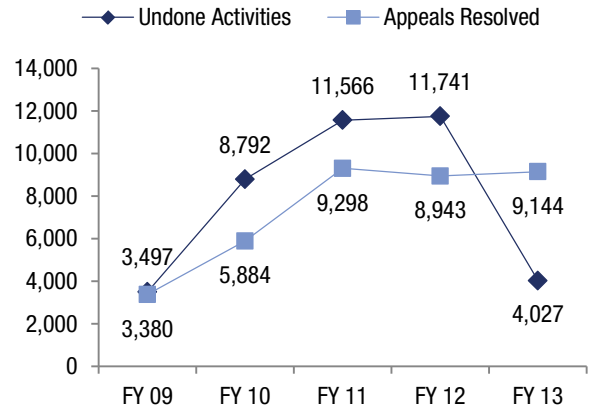


Activities Processed vs. Labor Hours

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, 2013 was **223,493**, a 9% increase over FY 2009.

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, 2013, the backlog of incomplete assessment activities stood at **4,027** 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, 2013, the department resolved **9,144** assessment appeals.

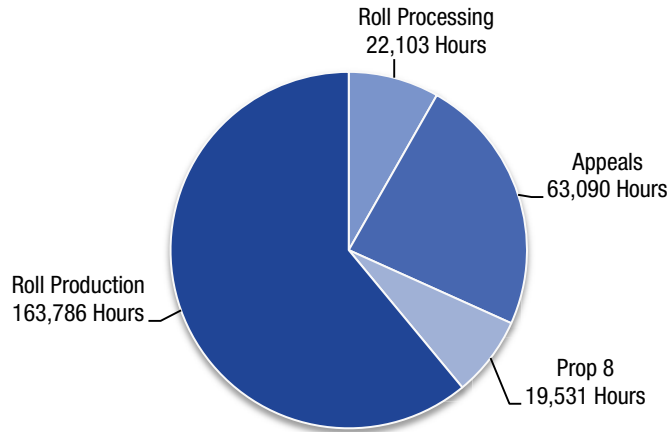
Why is this important?

By statute, assessment appeals must be resolved within two years of filing, unless a waiver is filed.

The Assessor has redirected more staff resources towards appeal resolution, in order to ensure that no assessment appeal run statute. For the first time in several years, the number of assessment appeals resolved in FY 2012 exceeded the number of assessment appeals filed in the same fiscal year. We are currently on track to resolve 9,000 appeals for FY 2014, which will exceed the current filings of 5,400.

Section 1: Finance and Government





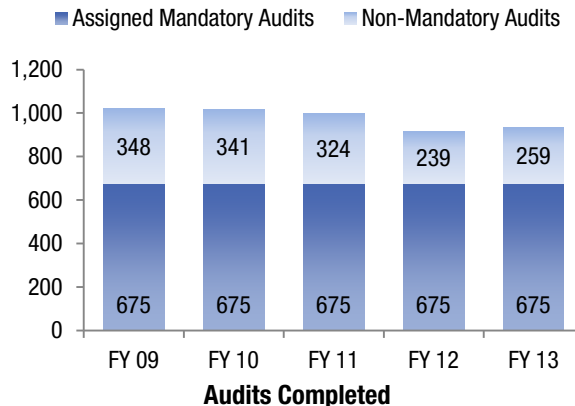
FY 2013 Total Labor Production Hours

Roll Production activities include changes of ownership, new construction, audits, and the processing of business property statements. As of June 30, 2013, Roll Production activities represented 61% of the total production hours.

Why is this important?

The unprecedented number of assessment appeals has significantly impacted the Assessor's roll production. Assessment appeals have increased from a normal rate of 3,000-4,000 per year to an annual average of 10,000 during the last three years.

In June 2012, the Board of Supervisors recognized that the Assessor had a serious need for additional resources and approved funding for 16 additional staff.



The total number of audits completed by June 30, 2013 was **934**.

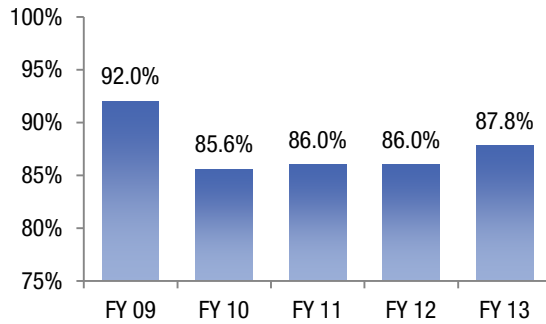
Why is this important?

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, 2013. In addition to the mandatory audits, the department also completed 211 non-mandatory audits and 48 audits for other counties through the CCCASE Program, which generates additional income for the Assessor.



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.

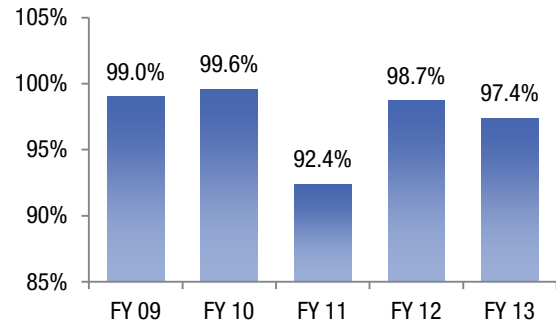


Customer Service Satisfaction

The Department's customer satisfaction rate as of June 30, 2013 was 87.8%, a slight increase over 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, 2013 were 97.4%.

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

Backlog

As of June 30, 2013, the backlog of incomplete assessment activities stood at 4,027 – a 65.7% decrease from the prior year's 11,741 backlog. Additionally, the Department achieved improvements in all major workload indicators and processing times (see budget metrics). The major indicator of completed assessments increased by 1.6% (to 98%) for FY 2013.

As real estate markets improve, assessment appeals typically decline allowing redirection of limited resources toward processing change of ownership and new construction activities. Last year's \$26 billion increase in assessed roll resulted in a 6.3% increase (3,400 units) in changes of ownership and new assessment activities. When the backlog is eliminated, the Department will focus resources on creating new discovery programs to identify and accurately assess unreported assessment events, such as 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 compliance and accuracy.

New Positions

The 16 new positions allocated in FY 2013 have significantly contributed to a reduction in the backlog allowing greater flexibility to strategically respond to increased workload demands. The positions were not filled until midway through FY 2013. Despite substantial training required for new employees, the new appraisers and auditors have accomplished the following:

- The three new accountant auditors completed 92 audits identifying \$70 million in escaped assessments resulting in \$800,000 in new property taxes. Additionally, each auditor has been assigned 35 to 40 audits for FY 2014;

- In the first eight months of FY 2014, the eleven new appraisers completed 6,828 assessment activities resulting in a net increase to the assessment roll of \$1.1 billion. Additionally, the new appraisers resolved 195 assessment appeals with \$1 billion in at-risk value;
- The two new property transfer examiners contributed to a 19% increase in recorded deeds, and a 67% increase in parent-child transfers. Additionally, they helped discover 27 companies that failed to provide change of ownership documentation (e.g., merges and acquisitions), resulting in \$715,000 in mandated penalties.

AIMS Replacement Project

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. With the assistance of County Counsel, 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 initially considered three options: Orange County's ATS Solution, an In-House Development Solution, and a System Integrator-Led Solution. Gartner determined that all three options posed unacceptable risks due to functional gaps, vendor viability, development capability, and integration with other departments. 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 preparing for the development of an RFP to implement this

recommendation. The re-hosting effort will cost approximately \$1.5 million and take between 12 and 18 months.

When the immediate risk of an antiquated platform has been mitigated through the re-hosting strategy, Gartner has recommended adding functionality through a “surround and evaporate” approach. The Department has successfully developed numerous small, custom internet solutions. The surround-and-evaporate approach involves systematically expanding this effort in a scalable fashion such that all old functionality would be seamlessly replaced by new internally developed solutions and/or acquired through off-the-shelf options.

The Department has commenced a comprehensive strategic planning effort to provide direction for the surround-and-evaporate initiative. Only Orange County has succeeded in developing an assessor replacement system that complies with the State’s complex property tax laws. All other efforts have been met with delays, vendor failures, cost overruns, and significant development challenges. It is imperative that the Department carefully consider and plan to address these challenges in order to successfully produce a fully

functional, cost-effective solution. The strategic plan will align management, development, and governance structures and processes with planned objectives within available resources.

The Property Tax Administration Program (PTAP) trust fund currently contains approximately \$7 million, including the \$2.25 reimbursement from Harris-True Automation in 2013. It is anticipated that these funds will be exhausted by the close of FY 2017, primarily due to re-hosting and additional staffing costs required for surround-and-evaporate activities. In FY 2014, the Board approved seven PTAP-funded positions for in-house development and project management functions. An additional PTAP-funded position (ISM II) is recommended for FY 2015.

During the assessment, planning, and approval process, the Assessor’s Office will work closely with their partners (Clerk of the Board, Tax Collector, Information Services Department, and the Office of Budget and Analysis) to ensure that a recommendation is put forth that considers the project’s impact to all stakeholders. The Assessor’s Office will continue to provide monthly updates to the Governance Committee.

County Executive’s Recommendation

Summary of County Executive’s Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Modify Staff for Standards, Services and Exemptions Division	◆	Expansion of discovery program	—	\$6,156	—
Augment System Replacement Staff	↑	Increased support for system replacement	1.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

◆ Modify Staff for Standards, Services and Exemptions Division

Recommended Action: Delete 1.0 FTE Property and Title Identification Technician position and add 1.0 FTE Property Transfer Examiner position.

Service Impact: The Property and Title Identification Technician position has been vacant since July 2013 and the duties assigned to this position have been absorbed by staff within the division.

The addition of the Property Transfer Examiner will address an increased workload in the Standards, Services and Exceptions (SSE) division, and expand the ability to discover legal entities failing to provide information regarding changes in ownership.

Background: The SSE Division has experienced increases in workload that necessitate an additional Property Transfer Examiner. Over the last fiscal year, these increases have included:

- An 18% increase in deeds from the Clerk-Recorder including a substantial increase in complex deeds requiring research;
- A 67% increase in property owners applying for property tax exclusions;
- An 8.5% increase in properties determined to be re-assessable;

Property Transfer Examiners require an extensive knowledge of a body of laws, policies, and procedures concerning transfers of ownership, re-assessability and discovery.

The Department is increasing discovery efforts of legal entities failing to provide information regarding potential changes in ownership. In 2013, these discovery efforts identified 27 who paid a total of \$715,000 in fines. The additional Property Transfer Examiner will enable expansion of the discovery program.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE
Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$6,156

↑ Augment System Replacement Staff

Recommended Action: Add 1.0 FTE Information Services Manager II position offset by PTAP funding.

Service Impact: This position will enhance the resources for the system replacement program.

Background: The Assessor's Office is currently using a "surround and evaporate" approach to replacing the outdated AIMS Assessment System.

"Surround and evaporate" activities will span many years and involve the in-house development of approximately 30 custom internet applications. Currently, the Project Management Office consists of one Information Systems Manager (ISM) III and five Sr. Management Analysts. An ISM II-level position with technical project management skills and knowledge is required to assist the ISM III with higher-level program duties and to serve as lead over the Senior Management Analysts for issues such as strategic planning, policy and process development, overall program workload management and tracking, resource and administrative management, and technical oversight.

There will be no fiscal impact to the General Fund until approximately FY 2018. Funding for this position will come from the PTAP trust fund. Currently, the PTAP trust fund contains approximately \$7 million. These funds are projected to be exhausted by the close of FY 2017 and funding for this position will transition to the General Fund.

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Increased ongoing cost of \$164,003
offset by transfer from PTAP trust fund

**Assessor— Budget Unit 115
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1150	Assessor-Admin Fund 0001	\$ 2,205,779	\$ 1,923,156	\$ 2,029,653	\$ 2,032,468	\$ 109,312	5.7%
1151	Assessor-Standards Fund 0001	830,358	848,888	897,138	897,883	48,995	5.8%
1152	Assessor-Exemptions Fund 0001	836,179	988,655	923,130	923,999	(64,656)	-6.5%
1153	Assessor-Services Fund 0001	3,834,005	4,354,668	4,663,316	4,675,188	320,520	7.4%



Assessor— Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1154	Real Property Fund 0001	10,606,576	11,898,438	12,399,480	12,412,155	513,717	4.3%
1155	Personal Property Fund 0001	7,536,458	8,286,381	8,817,050	8,827,861	541,480	6.5%
1156	Assessor-Systems Fund 0001	3,137,428	3,148,597	3,338,375	3,340,115	191,518	6.1%
1157	State/Co Prop Tax Admin Prg Fund 0001	156,412	1,682,222	2,421,134	2,585,510	903,288	53.7%
Total Net Expenditures \$		29,143,195 \$	33,131,005 \$	35,489,276 \$	35,695,179 \$	2,564,174	7.7%

Assessor— Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1150	Assessor-Admin Fund 0001	\$ 2,205,779	\$ 1,923,156	\$ 2,029,653	\$ 2,032,468	\$ 109,312	5.7%
1151	Assessor-Standards Fund 0001	830,358	848,888	897,138	897,883	48,995	5.8%
1152	Assessor-Exemptions Fund 0001	836,179	988,655	923,130	923,999	(64,656)	-6.5%
1153	Assessor-Services Fund 0001	3,834,005	4,354,668	4,663,316	4,675,188	320,520	7.4%
1154	Real Property Fund 0001	10,606,576	11,898,438	12,399,480	12,412,155	513,717	4.3%
1155	Personal Property Fund 0001	7,536,458	8,286,381	8,817,050	8,827,861	541,480	6.5%
1156	Assessor-Systems Fund 0001	3,137,428	3,148,597	3,338,375	3,340,115	191,518	6.1%
1157	State/Co Prop Tax Admin Prg Fund 0001	156,412	1,682,222	2,421,134	2,585,510	903,288	53.7%
Total Gross Expenditures \$		29,143,195 \$	33,131,005 \$	35,489,276 \$	35,695,179 \$	2,564,174	7.7%

Assessor— Budget Unit 115 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 27,058,448	\$ 29,761,421	\$ 32,536,925	\$ 32,707,084	\$ 2,945,663	9.9%
Services And Supplies	2,084,746	3,369,584	2,952,351	2,988,095	(381,489)	-11.3%
Total Net Expenditures \$	29,143,195 \$	33,131,005 \$	35,489,276 \$	35,695,179 \$	2,564,174	7.7%



Assessor— Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1150	Assessor-Admin Fund 0001	\$ 2,069	\$ 3,250	\$ 3,250	\$ 3,250	—	—
1153	Assessor-Services Fund 0001	524,690	154,900	254,900	254,900	100,000	64.6%
1154	Real Property Fund 0001	5,067	4,200	4,200	4,200	—	—
1155	Personal Property Fund 0001	4,104	3,500	3,500	3,500	—	—
1157	State/Co Prop Tax Admin Prg Fund 0001	156,412	1,681,215	2,413,137	2,577,140	895,925	53.3%
Total Revenues		\$ 692,343	\$ 1,847,065	\$ 2,678,987	\$ 2,842,990	\$ 995,925	53.9%

Assessor— Budget Unit 115 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 7,201	\$ 7,450	\$ 7,450	\$ 7,450	—	—
Other Financing Sources	525,160	1,836,615	2,668,537	2,832,540	995,925	54.2%
Licenses, Permits, Franchises	3,570	3,000	3,000	3,000	—	—
Revenue From Other Government Agencies	156,412	—	—	—	—	—
Total Revenues	\$ 692,343	\$ 1,847,065	\$ 2,678,987	\$ 2,842,990	\$ 995,925	53.9%

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 2014 Approved Budget	10.0	\$ 1,923,156	\$ 3,250
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	113,314	—
IntraCounty Adjustments	—	(4,475)	—
Other Adjustments	—	(2,342)	—
Subtotal (Current Level Budget)	10.0	\$ 2,029,653	\$ 3,250
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,815	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,815	—
Recommended Budget	10.0	\$ 2,032,468	\$ 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 2014 Approved Budget	8.0	\$ 848,888	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	48,957	—
IntraCounty Adjustments	—	359	—
Other Adjustments	—	(1,066)	—
Subtotal (Current Level Budget)	8.0	\$ 897,138	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 745	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 745	\$ —
Recommended Budget	8.0	\$ 897,883	\$ —

**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 2014 Approved Budget	9.0	\$ 988,655	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(62,186)	—
IntraCounty Adjustments	—	2,451	—
Other Adjustments	—	(5,790)	—
Subtotal (Current Level Budget)	8.0	\$ 923,130	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 869	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 869	\$ —
Recommended Budget	8.0	\$ 923,999	\$ —



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 2014 Approved Budget	47.0	\$ 4,354,668	\$ 154,900
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	310,738	—
IntraCounty Adjustments	—	4,499	—
Other Adjustments	—	(6,589)	100,000
Subtotal (Current Level Budget)	48.0	\$ 4,663,316	\$ 254,900
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 5,716	\$ —
Decision Packages			
Modify Staff for Standards, Services and Exemptions	—	6,156	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 11,872	\$ —
Recommended Budget	48.0	\$ 4,675,188	\$ 254,900

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 2014 Approved Budget	98.0	\$ 11,898,438	\$ 4,200
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	699,200	—
IntraCounty Adjustments	—	(185,311)	—
Other Adjustments	—	(12,847)	—
Subtotal (Current Level Budget)	98.0	\$ 12,399,480	\$ 4,200
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 12,675	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 12,675	\$ —
Recommended Budget	98.0	\$ 12,412,155	\$ 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 2014 Approved Budget	67.0 \$	8,286,381 \$	3,500
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	563,004	—
IntraCounty Adjustments	—	(19,660)	—
Other Adjustments	—	(12,675)	—
Subtotal (Current Level Budget)	67.0 \$	8,817,050 \$	3,500
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	10,811 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	10,811 \$	—
Recommended Budget	67.0 \$	8,827,861 \$	3,500

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 2014 Approved Budget	16.0 \$	3,148,597 \$	—
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	134,530	—
IntraCounty Adjustments	—	(1,176)	—
Other Adjustments	—	56,424	—
Subtotal (Current Level Budget)	16.0 \$	3,338,375 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	1,740 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,740 \$	—
Recommended Budget	16.0 \$	3,340,115 \$	—



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

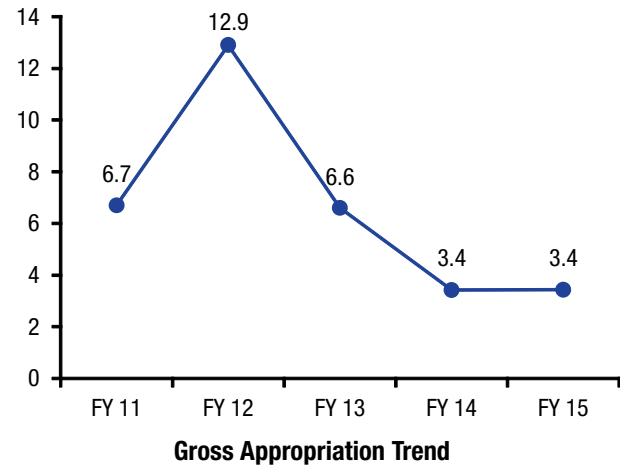
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	1.0	\$ 1,682,222	\$ 1,681,215
Board Approved Adjustments During FY 2014	7.0	726,055	731,922
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,434	—
IntraCounty Adjustments	—	1,347	—
Other Adjustments	—	(4,924)	—
Subtotal (Current Level Budget)	8.0	\$ 2,421,134	\$ 2,413,137
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 373	\$ 164,003
Decision Packages			
Augment System Replacement Staff	1.0	164,003	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 164,376	\$ 164,003
Recommended Budget	9.0	\$ 2,585,510	\$ 2,577,140



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 the Current Level Budget for FY 2015.



Measure B— Budget Unit 117 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1117	Measure B Default Index Fund 0011	\$ 36	\$ —	\$ —	\$ —	—	—
1701	Measure B Admin Fund 0011	25,051	3,425,848	3,432,419	3,432,419	6,571	0.2%
1703	Measure B Hway Proj Fund 0011	312,922	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	23,632	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	552,311	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	68,198	—	—	—	—	—
1709	Measure B Swap I Fund 0011	2,040,685	—	—	—	—	—
Total Net Expenditures		\$ 3,022,835	\$ 3,425,848	\$ 3,432,419	\$ 3,432,419	6,571	0.2%

Measure B— Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1117	Measure B Default Index Fund 0011	\$ 36	\$ —	\$ —	\$ —	—	—
1701	Measure B Admin Fund 0011	25,051	3,425,848	3,432,419	3,432,419	6,571	0.2%
1703	Measure B Hway Proj Fund 0011	312,922	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	23,632	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	552,311	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	68,198	—	—	—	—	—
1709	Measure B Swap I Fund 0011	2,040,685	—	—	—	—	—
Total Gross Expenditures		\$ 3,022,835	\$ 3,425,848	\$ 3,432,419	\$ 3,432,419	6,571	0.2%

Measure B— Budget Unit 117 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 2,402,326	\$ 3,425,848	\$ 3,432,419	\$ 3,432,419	6,571	0.2%
Operating/Equity Transfers	620,509	—	—	—	—	—
Total Net Expenditures	\$ 3,022,835	\$ 3,425,848	\$ 3,432,419	\$ 3,432,419	6,571	0.2%



Measure B— Budget Unit 117 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1117	Measure B Default Index Fund 0011	\$ 223,606	\$ 172,332	\$ 4,566	\$ 4,566	(167,766)	-97.4%
Total Revenues		\$ 223,606	\$ 172,332	\$ 4,566	\$ 4,566	(167,766)	-97.4%

Measure B— Budget Unit 117 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Other Than Current Property	\$ 211,569	\$ 160,896	\$ —	\$ —	(160,896)	-100.0%
Revenue From Use Of Money/Property	12,037	11,436	4,566	4,566	(6,870)	-60.1%
Total Revenues	\$ 223,606	\$ 172,332	\$ 4,566	\$ 4,566	(167,766)	-97.4%

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 2014 Approved Budget	—	\$ —	\$ 172,332
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	(167,766)
Subtotal (Current Level Budget)	—	\$ —	\$ 4,566
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 4,566

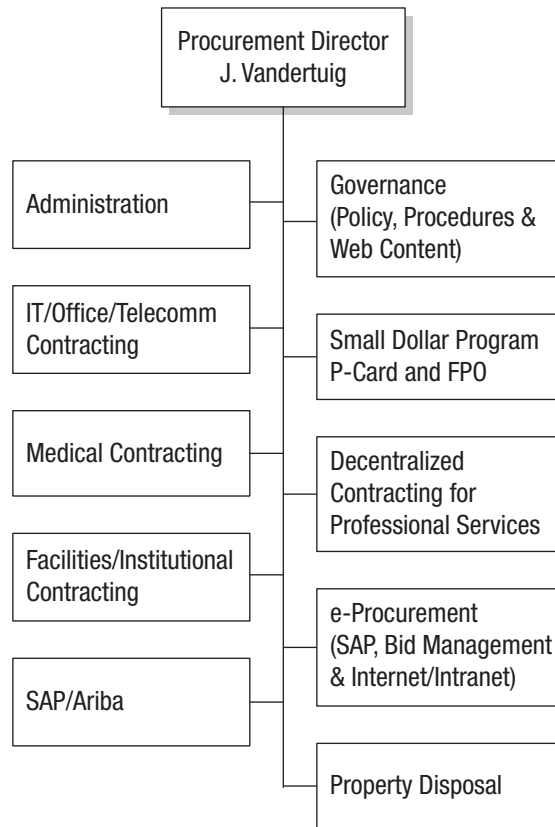


Measure B Admin Fund 0011 — Cost Center 1701
Major Changes to the Budget

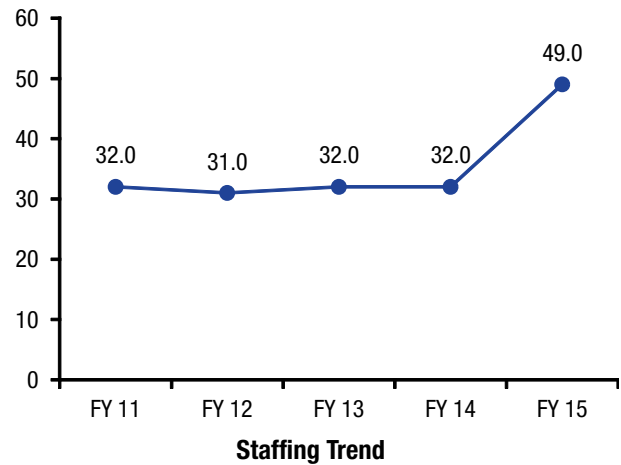
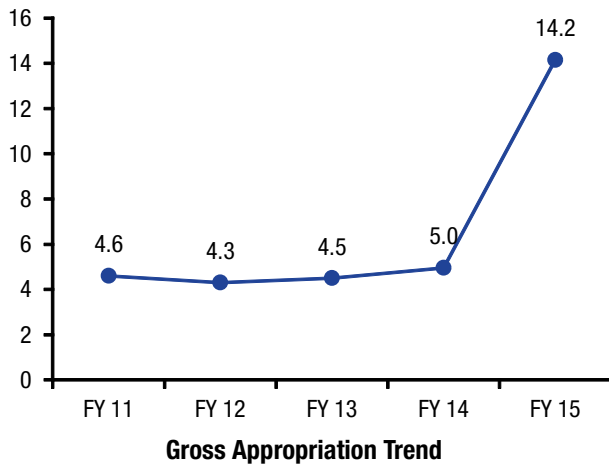
	Positions	Appropriations	Revenues
0011-Measure B Trans Improve Prog Fund (Fund Number 0011)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 3,425,848	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	6,571	—
Subtotal (Current Level Budget)	—	\$ 3,432,419	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 3,432,419	\$ —



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 provides an open and competitive process for the vendor community to earn business and establishes quality contracts for products and services with value added services and negotiated cost with appropriate terms for compliance and risk mitigation. The disposition of surplus 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 \$1.2 billion.

Procurement Services

- Strategically source, negotiate and procure goods and services for the County utilizing best value.
- Provide training, consulting and Help Desk support, tools and templates for Countywide decentralized contracting for professional services.

- Review, approve and execute service agreements initiated by County agencies and departments.
- Manage Countywide implementation and training for the Procurement Card, Field Purchase Order and eProcurement programs.
- Manage rebate programs and other discount programs for selected contracts for goods and equipment.
- Properly dispose of surplus public property no longer needed by County departments via auction, re-use and recycle options.
- Aggressively pursues cost saving measures.

Sourcing Results in Cost Savings

The Procurement Department works with County agencies and departments to forecast major acquisitions, conduct complex solicitations and effectively procure the exact product or service when needed for the most favorable price. These solicitations and negotiations often result in significant cost savings, cost avoidance, risk mitigation and more favorable terms for the County.

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.

Procurement Center of Excellence

Keeping Departmental staff up to speed on policy, procedures and processes is a time-consuming effort. While there are numerous methodologies for managing contract knowledge, such as the provision of staffing, training, restructuring, and automation, as identified above, the County will benefit from use of a Center of Excellence (COE) model whereby subject matter experts from Procurement, County Counsel and the Office of Budget and Analysis meet routinely with Departmental staff to assist with addressing the procurement needs of the Department. This COE will get underway within the next quarter.

Disposition of Property

The Department is focusing on implementing compliance and operational changes as suggested by the Internal Auditor. With the one-time funding provided at the FY2014 Mid-year Budget, an external consultant will provide the additional support to implement the recommended changes and streamline the operations. There is a need to formally solicit vendors for recycling, auction services, and buyers for scrap metal, which will be completed in FY2015.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
SAP/Ariba Project	↑	Implement and support the SAP/Ariba automated procure-to-pay system for Countywide use.	13.0	\$3,177,658	\$5,623,881
Staff Augmentation of Facilities & Institutional Contracting	↑	Expand Department's capacity to support Facilities & Institutional Contracting requirements Countywide.	4.0	\$459,952	(\$76,659)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ SAP/Ariba Project

Recommended Action

Increase appropriations to fund FY 2015 costs associated with SAP/Ariba project to provide an eProcurement automated procure-to-pay system for Countywide use.

SAP/Ariba One-time Cost

Description	Cost
Ariba Set Up Fees	\$540,000
Ariba Services Implementation and Support	\$4,583,381
SAP Integration Services	\$500,000
Total	\$5,623,881

SAP/Ariba Ongoing Cost

Description	Cost
Ariba Supplier Membership Fees	\$330,000
Ariba Solutions Subscriptions	\$982,223
13.0 FTE Additional Procurement Positions	\$1,865,435
Subtotal Procurement Ongoing Cost	\$3,177,658
7.5 FTE Additional Positions Other Departments	\$1,111,883
Total	\$4,289,541

Summary of Position Recommendations

Department	Classification	FTE	Cost
Procurement	Assistant Director of Procurement	1.0	\$160,610
Procurement	Information Systems Manager I	1.0	\$151,607
Procurement	Information Systems Manager III	1.0	\$178,359
Procurement	Program Manager II	1.0	\$144,934
Procurement	Information Systems Analyst II	1.0	\$132,329

Summary of Position Recommendations

Department	Classification	FTE	Cost
Procurement	Senior Information Technology Project Manager – U	1.0	\$174,115
Procurement	Senior Management Analyst – U	1.0	\$133,163
Procurement	Buyer III	2.0	\$237,894
Procurement	Procurement Contracts Specialist	4.0	\$552,424
Procurement Department Total		13.0	\$1,865,435
Information Services	Senior Business Information Technology Consultant	1.0	\$174,115
County Counsel	Attorney IV – U	0.5	\$123,373
Finance Agency – ASAP	Information Systems Manager I	1.0	\$151,607
Finance Agency – ASAP	Information Systems Manager II	1.0	\$164,003
Controllers Office	Senior Accountant	1.0	\$134,222
Controllers Office	Senior Accountant – U	1.0	\$134,222
SCVMC Finance	Accounts Payable Manager – U	1.0	\$119,160
SCVMC Finance	Supervising Account Clerk II – U	1.0	\$111,181
Other Department Total¹		7.5	\$1,111,883
Total		20.5	\$2,977,318

1. See County Executive recommendations for each Department

Service Impact

This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.



The eProcurement automation project covers the entire procure-to-pay (P2P) process from initial needs assessment to the payment of invoices for goods and services, creating both operational efficiencies and financial benefits. The technology solution offers specific modules for the entire contract lifecycle such as planning (including spend visibility), supplier information and performance management, electronic sourcing, electronic contract management and managing the entire electronic procurement process via catalog management, e-purchase orders, electronic receiving by clients and electronic invoicing by suppliers.

Specifically, SAP/Ariba will provide three key strategic advantages for the County that the current systems do not support:

- Increase efficiency by automating what is now a highly manual P2P workflow.
- Increase the integration and communication between separate financial systems used at the County and the hospital.
- Increase process visibility enabling greater control over overspend, contract leakage and compliance issues.

In addition, SAP/Ariba will provide the following service and system improvements:

- Automation of Countywide sourcing, contracting, purchasing and invoicing functions in compliance with laws and policies, including - Online Requisitioning and Approval Process.
- Electronic sourcing/bidding including electronic bid tabulations and evaluations for all types of sourcing - RFQ's, RFP, ITBs, reverse auctions, RFSQ, and multi-step bidding process for goods, services and public works.
- The automation of the contracting functions with pre-approved templates for custom contracts and editing/revisions online between the County and suppliers inclusive of all parties.
- A single contracts module to be used by client, vendor, County Counsel, Risk Management, and Procurement covering all aspects of goods, non-professional services, professional services, Professional Services Agreements for Architects and Engineers, revenue contracts, cost reimbursement

contracts, grants, and MOUs. This cloud-based repository of agreements would be used in lieu of manual agreements.

- Catalog automation for online ordering of catalog and non-catalog items.
- Supplier information management, to facilitate purchase order and invoice automation, and supplier performance management to manage suppliers on contract compliance.
- Dynamic discounting for early payment by vendors.
- Online receipt of goods and contract invoicing
- Provide spend visibility and reporting.

The implementation of SAP/Ariba is anticipated to require the majority of FY 2015. Based on Ariba's modular design, the implementation team will make value decisions about which modules will be front-loaded into the project to realize the greatest benefit and impact on County operations. The process of launching modules will require significant work in the areas of design, integration with existing systems, policy and procedure development, staff training and vendor integration.

Return on Investment: The potential return on investment for the SAP/Ariba Project is difficult to pinpoint, largely because the current systems we have do not comprehensively track, report on or analyze our current contracting data. We currently do not have the means to conduct a detailed analysis of the cost of service, the potential opportunities for savings or strategic re-engineering of the process at the County level. SAP/Ariba's ability to provide visibility and analysis of both systems and data to provide the level of understanding that is required to drive financial return on investment is the most significant return on investment from the project.

The limitations of our two ERP systems for spend management and analysis, make the identification of future savings and/or cost avoidance in some degree, speculative in nature. However, staff estimates a minimum financial return on investment of \$11 million per year following full implementation, which is expected to take place within the first year of the project, resulting in \$44 million in either cost savings or cost avoidance over the first 5 years. This breaks down to include the following projected elements per year following full implementation:

- Increased bidding for one-time buys and large contracts, along with improved contract management to ensure negotiated prices is estimated to realize savings of \$8 million dollars per year following full implementation.
- Improved cash management practices that track and take advantage of early payment discounting opportunities from vendors is estimated to realize savings of \$1 million per year following full implementation.
- Administrative efficiencies, such as the reallocation of staff to other priorities due to process improvements and compliance are estimated to realize cost avoidance of \$2 million per year following full implementation.

In addition to the financial return on investment, the key process and service improvements include:

- Increased financial controls through process and data visibility.
- Reduced cycle time for key processes.
- Increased control over off contract purchases.
- Increased competition, potentially resulting in further cost savings.
- Increased compliance controls and regulatory investigative tools.

Project Description: SAP/Ariba is a subscription-based service. The initial recommendation is a five year agreement with an option to continue in accordance with the County's technology needs.

One-time costs include set up fees, Ariba Services Implementation and Support, and SAP integration. Ongoing cost include software subscription services and staff resources.

Under the pre-negotiated terms of the agreement with SAP/Ariba, the five year agreement is estimated at \$15.5 million which is approximately 49% off the original list price. Subsequent to the initial five year term, the County will continue to pay for the software subscription services, to continue to utilize the eProcurement automation tools.

Internal resources required to design and implement the solution, provide training and ongoing support including a dedicated knowledge management center

and liaison roles with SAP/Ariba, the suppliers and client departments, include the 20.5 FTE recommended, 6.0 FTE of which are unclassified positions that will lapse upon completion of the project. Following the completion of the implementation phase of the project, the ongoing staff costs will be reduced by \$676,054.

It is anticipated that the ongoing cost of subscription will increase beyond the first 5 years, but it unknown to what degree, as it depends on the County's spend. The Procurement Department is negotiating with the vendor to reach agreement on establishing subscription rates beyond the initial 5 year period.

5 Year Cost Projections (without Position Costs)

Fiscal Year	One-time Costs	Ongoing Costs
FY 2015	\$5,623,881	\$1,312,223
FY 2016	\$0	\$1,432,223
FY 2017	\$0	\$1,717,223
FY 2018	\$0	\$2,332,223
FY 2019	\$0	\$3,082,223
Total	\$5,623,881	\$9,876,115

Position Recommendations: Project implementation in FY 2015, will require the coordinated efforts of 6 Departments, including Procurement, Finance Agency - ASAP (Accounting System and Procurement) Division, Controller's Office, SCVMC Finance and Product Management, County Counsel and the Information Services Department, and the addition of 20.5 FTEs within those Departments to support the rapid startup model being utilized.

Project staff will function in four unique teams during the implementation phase:

- **Project Management Team:** The Project Management Team will be responsible for project leadership, project coordination and stakeholder integration. The Senior IT Project Manager and the Senior Management Analyst are 18-month unclassified positions designed to focus exclusively on the project startup and implementation. The Information Systems Manager III and the Assistant Procurement Director positions are integral to the Project Management team during the implementation and will take over full operational leadership following the implementation phase. Associated with this team is the 0.5 FTE Attorney IV, to provide legal support to the project during the implementation



phase. These new positions will facilitate stakeholder integration with external Departments and County stakeholders external to the project.

- **Technical Development and Integration:** The Senior Business IT Consultant/Software Engineer IV position will be responsible for the overall design architecture and integration of backend enterprise technologies with SAP/Ariba. In addition, the Technical Lead will work with master data, commodities and the taxonomy to extract and load data in order to enable the County staff to utilize the SAP-Ariba solution.
- **Invoicing, Discounting and User Integration:** New positions in Finance-ASAP and the Controller's Office will focus on invoice matching and approval workflow for P2P vendor payments and the dynamic discounting solution for cash management via early payments. In addition, they will define security, and role and user development within the system. This team will also be responsible for developing user training for centralized administrative functions and user department-assigned staff. Functions such as liaison roles between the County and the vendor for technical, functional and business needs, user administration, security, roles and assignment of authorities related to the payment functions will be managed by this team.
- **Service Delivery and Contracting Integration:** This Procurement-centric team will focus on coordination and liaison with vendors, as well as the design and implementation of individual Ariba modules within the system. These include sourcing, contracting, P2P, supplier information and performance management, spend visibility and reporting, and Discount Pro (early payment discount management). These staff will work to develop the system and build the County's knowledge-base on the system during the implementation phase of the project and then transition into functional roles in the operation as an ongoing service.

Background

The recommendation to implement an automated system for procurement-related activities is the result of the combined efforts of multiple departments that have an interest in improving the procurement process on both the front and back ends.

When the Administration sought to begin streamlining contracting activities back in 2009, a comprehensive solution of the nature provided by Ariba was not available. SAP had a client-hosted solution, the Supplier Resource Management (SRM) Module, with limited functionality. The County's efforts since that time have primarily focused on revising the Board of Supervisors' Policy on bidding and contracting, and on providing additional training for departmental users. Currently, the majority of contract-related activities, both for goods and services, are conducted by a variety of manual means. These means are both labor intensive and difficult to oversee and report on. As the level of spending has increased, along with the desire for greater oversight, the time and effort required to perform contract-related work has increased in both the central service and operating departments.

The County acquired SAP as the Enterprise Resource Planning (ERP) system in 2002 and successfully implemented the Materials Management Purchasing Module (MM) and Financial Management Module (FM) and went live in July 2003. The County's strategic plan was to use the ERP system for finance/budget, accounting, purchasing and inventory management as an integrated system.

While the County implemented the MM module, it was the intent to subsequently automate the entire purchasing function by implementing the Supplier Resource Management (SRM) Module of SAP. The County implemented the Treasury Module in 2012 and Public Budget Formulation Module (PBF) of SAP in 2013 as an enterprise solution. Since the acquisition of Ariba by SAP in 2012, SAP has included Ariba's procure-to-pay solution as their software and service offering in the cloud to keep with the current trends in the technology industry.

With the budget, finance, materials management and treasury modules already in SAP, it is in the County's best interest to continue with the enterprise for the automation of the procurement process for the entire County rather than utilize multiple systems. The solution will move the procure-to-pay process to the cloud, requiring an annual subscription fee. This approach will eliminate the requirement for the County to acquire hardware and software, or fund their maintenance. Additionally, as the software solution is

enhanced, the County will automatically benefit from those improvements rather than pay for upgrades which is the case for on premise solutions.

Ongoing Cost: \$3,177,658

Reflects Ongoing Costs in Procurement Department Only

One-time Cost: \$5,623,881

Reflects One-time Costs in Procurement Department Only

Positions Added: 13.0 FTE

Reflects Positions Added in Procurement Department Only
One-time Salary Savings reflecting time to recruit/hire: \$310,906

↑ Staff Augmentation of Facilities & Institutional Contracting

Recommended Action: Add 4.0 FTE to augment the Facilities and Institutional Contracting Unit of the Procurement Department.

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Buyer III	2.0	\$237,894
Procurement Contract Specialist	1.0	\$138,106
Buyer Assistant	1.0	\$83,952
Total	4.0	\$459,952

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

Increasing staffing levels for the Facilities and Institutional Contracting unit will reduce volume backlogs, provide resources to focus on compliance and strategic contracting, and capitalize on cost savings opportunities unobtainable within the current staffing levels.

- **Buyer III:** These positions will support institutional contracting of food and related items and conduct data mining of Field Purchase Orders to identify contracting opportunities. Institutional contracting has seen a shift toward increased spot and opportunity buying in order to control costs, which the Procurement Department has been unable to support with existing resources. The result is an ongoing backlog of assignments and expanded risk

and cost resulting from the potential misuse of P-Card and Field Purchase Orders, which the Buyer III positions will help address.

- **Procurement Contracts Specialist (PCS):** This position will provided support for Environmentally Preferable Purchasing Policy compliance and strategic contracting initiatives. The Environmentally Preferable Purchasing Policy (EPP), adopted in 2009, necessitated a significant amount of additional work to insure compliance. Although consulting services have assisted in the past to procure EPP items, the PCS will provide an ongoing focus on this issue. Additionally, the PCS will provide support for strategic contracting initiatives in commodities procurement for Fleet and Facilities, Health and Hospital Services, Roads and justice departments relating to major projects, as well as support for and compliance in the area of Property Disposal.
- **Buyer Assistant:** This position will provide clerical and contracting support for the Procurement Department. The Procurement Department currently has 0.5 FTE clerical and contract support for the 32.0 FTEs in the Department. The addition of a Buyer Assistant position will provide needed resources to address contract and bid file management, California Public Records Act requests, vendor and bid file assistance, material management in SAP as needed, records retention, and full support of all the training activities within the Department.

Positions Added: 4.0 FTE

Ongoing Cost: \$459,952

One-time Savings: \$76,659

One-time Salary Savings reflecting time to recruit/hire

Procurement— Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2300	Procurement Dept Fund 0001	\$ 3,685,691	\$ 4,393,789	\$ 4,499,500	\$ 13,552,634	\$ 9,158,845	208.4%
Total Net Expenditures		\$ 3,685,691	\$ 4,393,789	\$ 4,499,500	\$ 13,552,634	\$ 9,158,845	208.4%

Procurement— Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2300	Procurement Dept Fund 0001	\$ 4,232,635	\$ 4,952,230	\$ 5,101,500	\$ 14,154,634	\$ 9,202,404	185.8%
Total Gross Expenditures		\$ 4,232,635	\$ 4,952,230	\$ 5,101,500	\$ 14,154,634	\$ 9,202,404	185.8%

Procurement— Budget Unit 118 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 3,828,058	\$ 4,380,323	\$ 4,596,610	\$ 6,534,432	\$ 2,154,109	49.2%
Services And Supplies	404,577	571,907	504,890	7,620,202	7,048,295	1,232.4%
Total Gross Expenditures	\$ 4,232,635	\$ 4,952,230	\$ 5,101,500	\$ 14,154,634	\$ 9,202,404	185.8%
Expenditure Transfers	(546,943)	(558,441)	(602,000)	(602,000)	(43,559)	7.8%
Total Net Expenditures	\$ 3,685,691	\$ 4,393,789	\$ 4,499,500	\$ 13,552,634	\$ 9,158,845	208.4%

Procurement— Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2300	Procurement Dept Fund 0001	\$ 306,001	\$ 355,000	\$ 355,000	\$ 355,000	—	—
Total Revenues		\$ 306,001	\$ 355,000	\$ 355,000	\$ 355,000	—	—

Procurement— Budget Unit 118 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 245,074	\$ 250,000	\$ 280,000	\$ 280,000	\$ 30,000	12.0%
Other Financing Sources	60,927	105,000	75,000	75,000	(30,000)	-28.6%
Total Revenues	\$ 306,001	\$ 355,000	\$ 355,000	\$ 355,000	—	—

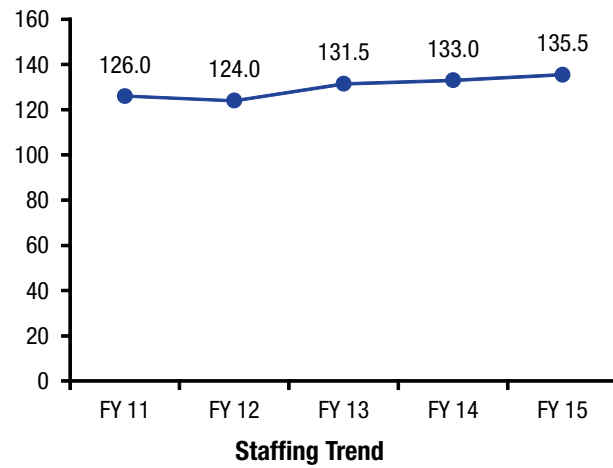
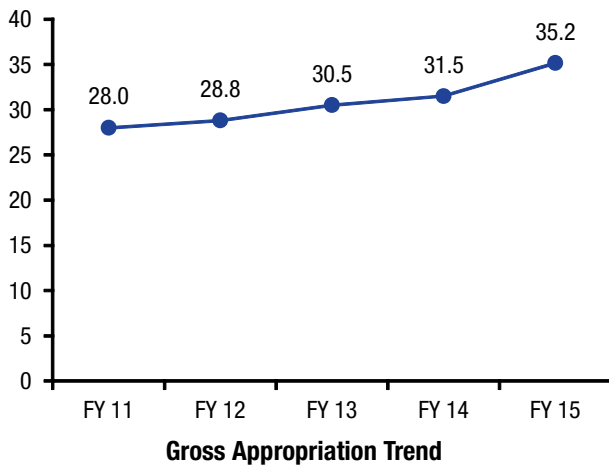
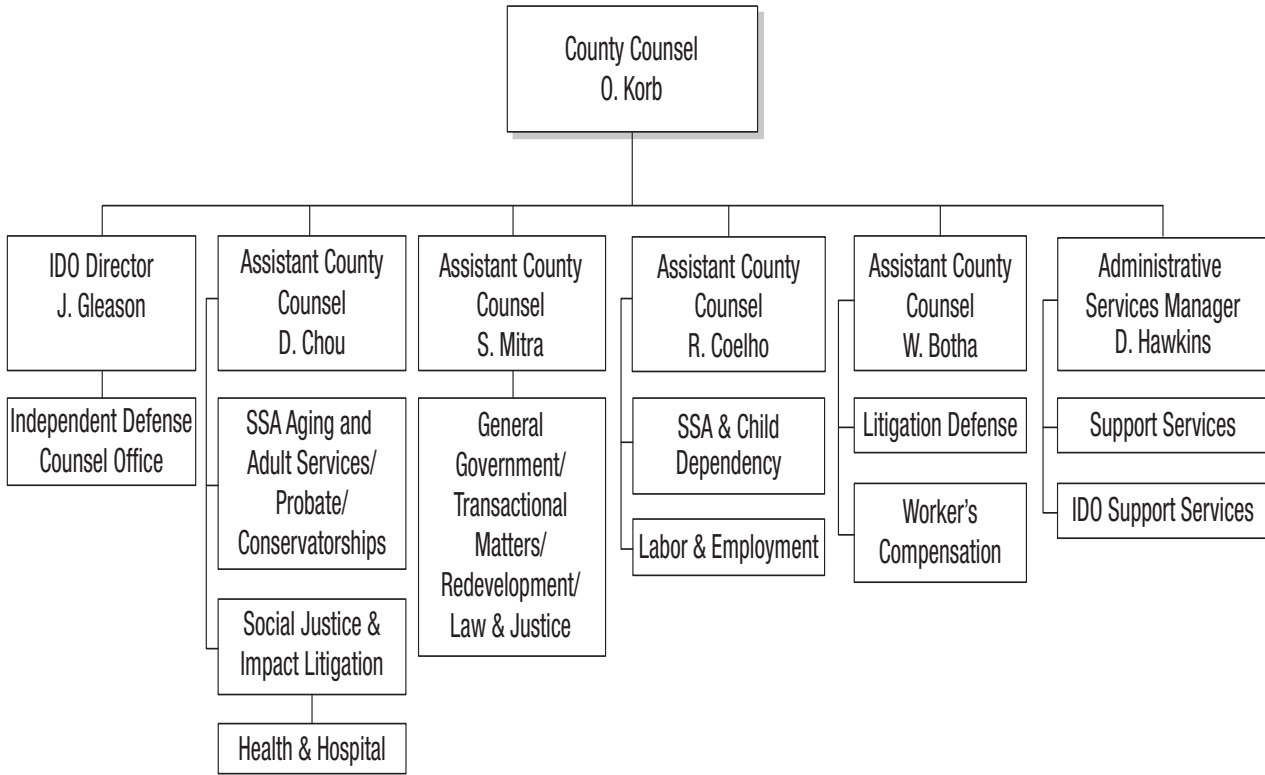


Procurement Dept Fund 0001 — Cost Center 2300
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	32.0 \$	4,393,789 \$	355,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	279,408	—
IntraCounty Adjustments	—	(10,576)	(50,000)
Other Adjustments	—	(163,121)	50,000
Subtotal (Current Level Budget)	32.0 \$	4,499,500 \$	355,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	179,208 \$	—
Decision Packages			
Staff Augmentation of Facilities & Institutional Contracting	4.0	383,293	—
Staffing for SAP/Ariba Project	13.0	1,554,529	—
Information Technology			
SAP-Ariba Implementation	—	6,936,104	—
Capital			
Subtotal (Recommended Changes)	17.0 \$	9,053,134 \$	—
Recommended Budget	49.0 \$	13,552,634 \$	355,000



Office of the County Counsel



Public Purpose

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



Description of Major Services

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

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

To achieve its mission the Office will:

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

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

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

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

Health and Hospital Services

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

Social Services Agency

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

Child Dependency

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

Litigation

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

Labor and Employment

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

General Government

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

Law and Justice

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

Probate

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

Workers Compensation

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

Special Projects

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

Impact Litigation & Social Justice Program

The Impact Litigation & Social Justice program is one of the innovative ways the Office 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, 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 lead 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.

A significant challenge to the Office is that IDO does not control the volume of cases it receives or the severity of the charges alleged in those cases. Thus, as the County defends multiple-defendant gang cases, many of those cases will be assigned to the IDO since the PDO and ADO can each represent only one defendant. The court

will assign the remaining defendants to the IDO's panel of attorneys for representation. Expenditures for panel attorneys and related defense costs can be dramatically affected by one complicated case. These factors result in cost fluctuations for IDO expenditures.

An additional \$1 million was appropriated for IDO operations during the FY 2014 Mid-Year Budget actions. The Office's base budget for FY 2015 was also increased to include an additional \$1.5 million to restore IDO funding to prior levels and to account for increased caseload. County Counsel staff is closely monitoring IDO expenses and coordinating with the County's Office of Budget and Analysis.

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 October 15, 2013, the last reporting period, the Whistleblower program had received 396 complaints. For the one-year period of October 15, 2012 through October 15, 2013, the County Counsel received 129 new contacts. With the number of complaints received, administration of the Whistleblower Program uses a substantial amount of departmental resources.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Resources to Support the Public Guardian	↑	Increase resources to support the Public Guardian	1.0	\$124,812	(\$20,802)
Augment Information Systems Resources	↑	Increase information system support for staff	1.0	\$154,718	(\$25,786)
Fund ProLaw Upgrade	↑	Improve effective use of case-management technology	—	—	\$50,000
Staffing for SAP/Ariba Project	↑	Provide support staff for the SAP/Ariba Project	0.5	\$123,373	(\$20,562)

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

↑ Add Resources to Support the Public Guardian

Recommended Action: Add 1.0 FTE Senior Paralegal/Paralegal position to focus on cases involving conservatorships through the Office of the Public Guardian, primarily for persons conserved under Lanterman-Petris-Short Act (LPS), and on decedent estates.

Service Impact: The Office of the County Counsel is working diligently with the Public Guardian to improve client services, particularly in light of recent Grand Jury reports regarding case management issues. The addition of a Senior Paralegal/Paralegal position will improve the support available to the Public Guardian. Benefits include more efficient and proactive case management, timelier client service such as

accountings and other legal filings for persons conserved under Lanterman-Petris-Short Act (LPS) and decedent estates.

Positions Added: 1.0 FTE
Ongoing Cost: \$124,812
One-time Savings: \$20,802
 2 months salary savings reflecting time for recruitment.

↑ Augment Information Systems Resources

Recommended Action: Add 1.0 FTE Information Systems Manager I in Administration.

Service Impact: The recommended position will restore internal capacity to install, test, configure, maintain, and support the applications and software used by the Office. The Information Systems Manager I will provide



departmental staff with the proper level of training, education, and experience to deliver user and system support capabilities for the maintenance and operations of the Office's systems, servers, data storage, case management system, and other software.

Positions Added: 1.0 FTE
Ongoing Cost: \$154,718
One-Time Savings: \$25,786

2 months salary savings reflecting time for recruitment.

↑ Fund ProLaw Upgrade

Recommended Action: Allocate one-time funds to upgrade the Office's case management and billing system to the new ProLaw 2014 version.

Service Impact: The proposal will enable the purchase, testing, and implementation of an improved version of the Office's case management and billing software, ProLaw, for increased efficiency. The vendor has updated their system which is built upon Microsoft's .NET platform, is compatible with Microsoft Office 365, and is a major enhancement over the current version.

One-time Cost: \$50,000

↑ Staffing for SAP/Ariba Project

Recommended Action: Add 0.5 FTE Attorney IV/III/II/I to support the SAP/Ariba Project.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology, and facilities.

The SAP/Ariba eProcurement automation project covers the entire procure to pay (P2P) process from needs assessment to the payment of invoices for goods and services, creating both operational efficiencies and financial benefits. The recommendation adds 20.5 FTE of additional staff to implement and operate this system on an ongoing basis Countywide. See the County Executive's recommendations for the full SAP/Ariba project in the Procurement Department in Section 1 of the Recommended Budget.

Positions Added: 0.5 FTE
Ongoing Cost: \$123,373
One-time Savings: \$20,562

2 months salary savings reflecting time for recruitment.

County Counsel— Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 7,024,115	\$ 6,742,684	\$ 8,287,529	\$ 8,288,274	\$ 1,545,590	22.9%
1120	County Counsel Admin Fund 0001	(2,928,247)	(1,181,560)	(2,289,301)	(1,847,513)	(665,953)	56.4%
1121	Julian Street Office Fund 0001	7,134,429	7,482,413	8,439,215	8,444,683	962,270	12.9%
Total Net Expenditures		\$ 11,230,297	\$ 13,043,537	\$ 14,437,443	\$ 14,885,444	\$ 1,841,907	14.1%



County Council— Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 7,024,115	\$ 6,742,684	\$ 8,287,529	\$ 8,288,274	\$ 1,545,590	22.9%
1120	County Counsel Admin Fund 0001	15,158,587	17,283,636	17,993,991	18,435,779	1,152,143	6.7%
1121	Julian Street Office Fund 0001	7,134,429	7,482,413	8,439,215	8,444,683	962,270	12.9%
Total Gross Expenditures		\$ 29,317,131	\$ 31,508,733	\$ 34,720,735	\$ 35,168,736	\$ 3,660,003	11.6%

County Council— Budget Unit 120 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 22,276,928	\$ 24,842,067	\$ 26,610,163	\$ 26,945,916	\$ 2,103,849	8.5%
Services And Supplies	7,032,752	6,666,666	8,110,572	8,222,820	1,556,154	23.3%
Fixed Assets	7,451	—	—	—	—	—
Total Gross Expenditures	\$ 29,317,131	\$ 31,508,733	\$ 34,720,735	\$ 35,168,736	\$ 3,660,003	11.6%
Expenditure Transfers	(18,086,834)	(18,465,196)	(20,283,292)	(20,283,292)	(1,818,096)	9.8%
Total Net Expenditures	\$ 11,230,297	\$ 13,043,537	\$ 14,437,443	\$ 14,885,444	\$ 1,841,907	14.1%

County Council— Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1120	County Counsel Admin Fund 0001	\$ 1,228,794	\$ 1,035,519	\$ 1,036,197	\$ 1,036,197	\$ 678	0.1%
Total Revenues		\$ 1,228,794	\$ 1,035,519	\$ 1,036,197	\$ 1,036,197	\$ 678	0.1%

County Council— Budget Unit 120 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Other Financing Sources	\$ 317,350	\$ 413,185	\$ 415,590	\$ 415,590	\$ 2,405	0.6%
Licenses, Permits, Franchises	142,906	158,054	147,997	147,997	(10,057)	-6.4%
Fines, Forfeitures, Penalties	215,511	—	—	—	—	—
Charges For Services	553,027	464,280	472,610	472,610	8,330	1.8%
Total Revenues	\$ 1,228,794	\$ 1,035,519	\$ 1,036,197	\$ 1,036,197	\$ 678	0.1%



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 2014 Approved Budget	6.0	\$ 6,742,684	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,999	—
IntraCounty Adjustments	—	(438)	—
Other Adjustments	—	1,498,284	—
Subtotal (Current Level Budget)	6.0	\$ 8,287,529	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 745	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 745	\$ —
Recommended Budget	6.0	\$ 8,288,274	\$ —

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 2014 Approved Budget	84.5	\$ (1,181,560)	\$ 1,035,519
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	992,309	—
IntraCounty Adjustments	—	(1,875,384)	(128,000)
Other Adjustments	—	(224,666)	128,678
Subtotal (Current Level Budget)	81.5	\$ (2,289,301)	\$ 1,036,197
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 56,035	\$ —
Decision Packages			
Add Resources to Support the Public Guardian	1.0	104,010	—
Augment Information Systems Resources	1.0	128,932	—
Fund ProLaw Upgrade	—	50,000	—
Staffing for SAP/Ariba Project	0.5	102,811	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.5	\$ 441,788	\$ —
Recommended Budget	84.0	\$ (1,847,513)	\$ 1,036,197

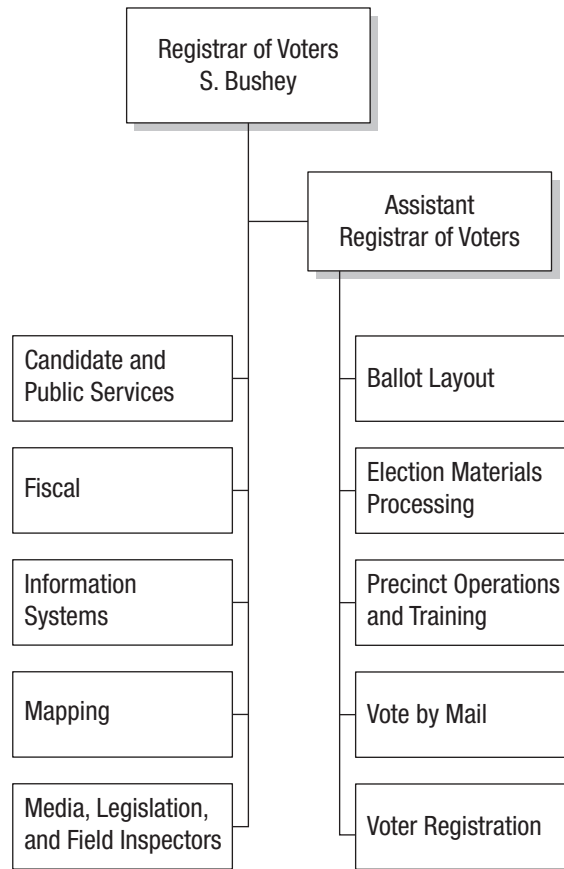


Julian Street Office Fund 0001 — Cost Center 1121
Major Changes to the Budget

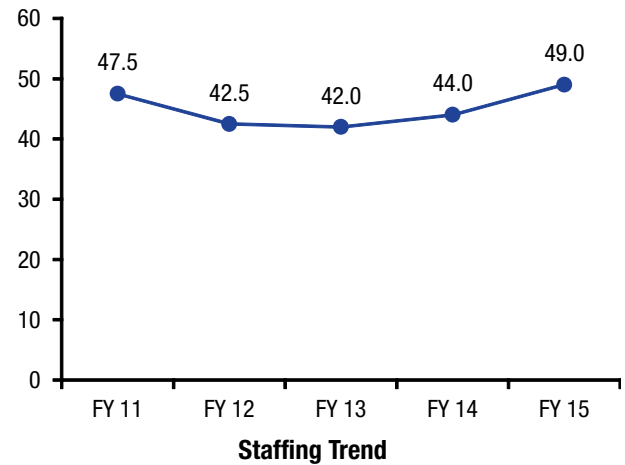
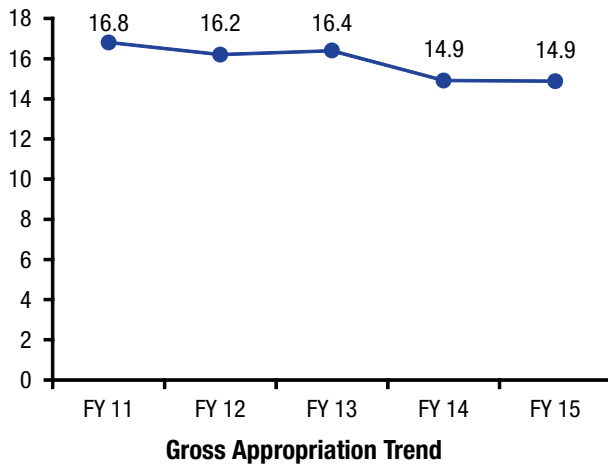
	Positions		Appropriations		Revenues
0001-General Fund (Fund Number 0001)					
Current Level Budget					
FY 2014 Approved Budget	42.5	\$	7,482,413	\$	—
Board Approved Adjustments During FY 2014	—		—		—
Cost to Maintain Current Program Services					
Salary and Benefit Adjustments	3.0		1,014,390		—
IntraCounty Adjustments	—		1,632		—
Other Adjustments	—		(59,220)		—
Subtotal (Current Level Budget)	45.5	\$	8,439,215	\$	—
Recommended Changes for FY 2015					
IntraCounty Adjustments	—	\$	5,468	\$	—
Decision Packages					
Information Technology					
Capital					
Subtotal (Recommended Changes)	—	\$	5,468	\$	—
Recommended Budget	45.5	\$	8,444,683	\$	—



Registrar of Voters



Section 1: Finance and Government



Public Purpose

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



Description of Major Services

The 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. 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 elections process.

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 are also provided in Hindi, Japanese, Khmer, and Korean.

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 places supplies, and recruits and trains election officers to staff the polls on Election Day. Bilingual assistance is provided at the polls in nine languages.

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. 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 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 resulted in significantly higher costs for translating and proofreading ballot materials as well as recruiting bilingual poll workers.

Vote by Mail and Early Voting

The Vote by Mail program continues to expand as ROV strives to offer more convenient and accessible options for voters to cast their ballots. In 2012, weekend drive-through ballot drop-off sites were established at shopping centers, parks, and other convenient locations within voters' communities, as well as 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 allows staff to print ballots on an as-needed basis in whatever ballot type and language is needed. Based on the overwhelming success of the pilot, the program will be expanded to five Early Voting Centers in 2014.

Going Paperless

In 2012, ROV began posting complete electronic sample ballot pamphlets in PDF format on its scsvote.org website as well as its SCCVOTE mobile app. The next year, based on changes in state law, ROV began offering voters the opportunity to opt-out of being mailed a paper pamphlet and instead receive the electronic version by email. This new program was piloted in November 2013 and will now be implemented Countywide for the first time in the June 2014 primary election. ROV expects the number of voters opting-out to increase significantly this year as voter awareness begins to build.

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

Vote Cal statewide voter registration database is online. While the current project timeline for Vote Cal has deployment scheduled in 2016, county elections officials have already begun preparing for CVR. There is some question at the state level as to what extent the law allows conditional voter registration to occur outside of the county election office. ROV staff is staying closely involved with these statewide discussions, as these determinations will determine the impact CVR will have 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 continue to certify election results within the statutory 28-day period. There is also debate at the State level as to how widely available conditional voter registration will be and what the definition of a satellite office is.

Voting System

Last year the legislature passed SB 360, which enabled the California Secretary of State to conduct state testing and certification of voting systems in lieu of federal testing. The bill also included provisions that would facilitate a county developing its own voting system utilizing non-proprietary software and firmware with disclosed source code. Los Angeles County is currently working to develop such a system. With these changes, next-generation voting systems are expected to become available to California counties in the coming years. These new systems will provide increased security, auditability, and transparency, while presenting a more intuitive usability to voters and enhanced accessibility features for individuals with disabilities.

Santa Clara County's voting system, purchased in 2003, is now over ten years old and will soon be approaching its end of life cycle. The system is only minimally supported by the vendor, who will no longer be pursuing State certification for new builds. 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 will need to begin planning soon for the acquisition of a new voting system.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Staff to Enhance Voter Services	↑	Enhance voter registration and precinct operations services	4.0	—	—
Enhance Vote by Mail Security and Accuracy	↑	Enhance ballot collection, mail sorting and ballot processing	1.0	96,647	(16,108)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Staff to Enhance Voter Services

Recommended Action: Add 4.0 FTE to three divisions of the Registrar of Voters, restoring positions deleted previously to address reduction targets. Reduce Services and Supplies budget by the cost of these positions to make this recommendation cost neutral.

Staffing Changes

Classification - Division	FTE	Cost
Office Specialist III – Voter Registration Division	1.0	\$90,079
Election Systems Technician II – Election Materials Processing Division	1.0	\$99,557
Election Specialist – Precinct Operations Division	1.0	\$99,557
Senior Office Specialist – Precinct Operations Division	1.0	\$96,647
Total	4.0	\$385,840

Service Impact: The Office Specialist III in the Voter Registration Division will enhance voter registration, voter file maintenance, and customer service efforts. This division maintains a consistent workload outside of peak election times and relies on extra help and overtime. A permanent position will reduce the training time and errors associated with high extra help turnover as well as help mitigate usage of overtime and extra help hours. It will also improve the department's customer service since a permanent employee has more opportunity to learn and understand the complexities of election law and the election process, and therefore will offer better information and guidance to voters.

The Election Systems Technician in the Election Materials Processing Division will enhance voting equipment maintenance and testing, polling place supply preparation, sample ballot pamphlet mailing, and paper ballot quality control. This position was deleted in the FY 2010 budget after new conditional certification requirements from the California Secretary

of State limited the number of voting machines that could be deployed to polling places. However, as the machines age and vendor support of the equipment is reduced, more in-house staffing is needed to maintain and repair the units required to satisfy the federal requirement of one accessible voting machine in every polling place. Additionally, packaging and preparing paper ballots for the polls carries its own staffing needs, particularly due to the more stringent ballot quality control measures ROV implemented in response to a vendor's manufacturing error in November 2010. Restoring this position will provide for improved accuracy and greater efficiency in these work processes.

The two positions in the Precinct Operations Division will enhance polling place accessibility, Election Officer recruitment, and community outreach. The Election Specialist position will be responsible for recruiting polling places and surveying for ADA compliance, recruiting Election Officers, providing phone support to polling places on Election Day, and conducting community outreach events. The Senior Office Specialist position will be responsible for coordinating and scheduling polling place accessibility surveys, maintaining the database of polling place accessibility survey information, compiling statistical data on polling places and Election Officers, and scheduling and coordinating community outreach events. Both of these positions perform specialized work that requires building strong connections within the community on a year-round basis as well as a deep knowledge of election laws and regulations.

Consistent annual savings in the Department's budget for services and supplies allows for a reallocation of funding to support these new positions.



Background: The four recommended positions were deleted between 2010 and 2012. Since then, the department has had to rely heavily on extra help and overtime to provide these services. The increased training time and errors associated with extra help have made the Registrar of Voters less efficient in operations and less knowledgeable in interactions with the public.

Positions Added: 4.0 FTE
Ongoing Net Cost: \$0

Increased ongoing cost of \$385,840 for new positions is offset by a reduction in appropriations for Services and Supplies

↑ Enhance Vote by Mail Security and Accuracy

Recommended Action: Add 1.0 FTE Senior Office Specialist in the Vote by Mail Division (VBM), restoring a position deleted previously to address reduction targets.

Service Impact: This position will coordinate three critical operations: ballot collection from designated drop-off locations, mail sorting machine operation and

processing returned ballots for tabulation. Two positions were cut from the VBM division in the FY 2012 budget. Since then, VBM operations have continued to expand, with over 600,000 ballots issued in the November 2012 election. This was the highest volume experienced in a single election.

ROV has also continued to expand its voter-friendly ballot drop-off program to additional locations, including university and community college campuses. Additionally, ROV has introduced more stringent procedures for storing and transporting ballots, including the use of serialized tamper-evident seals and access logs. These measures have improved the security and transparency of ballot handling and processing. Restoring this position will provide for improved oversight and accuracy in these operations as well as better enforcement of ROV's heightened security and transparency measures for ballot processing.

Positions Added: 1.0 FTE

Ongoing Cost: \$96,647

One-time Savings: \$16,108

2 months salary savings reflecting time for recruitment

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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5600	Registrar Of Voters Fund 0001	\$ 5,457,354	\$ 8,686,393	\$ 8,678,055	\$ 9,173,236	\$ 486,843	5.6%
5605	Registrar Gen Elections Fund 0001	6,621,570	4,598,142	4,438,358	4,177,518	(420,624)	-9.1%
5610	Registrar Spec Elections Fund 0001	273,901	832,516	827,231	782,231	(50,285)	-6.0%
5615	Electronic Voting Sys Fund 0001	385,564	793,920	785,406	746,151	(47,769)	-6.0%
Total Net Expenditures		\$ 12,738,388	\$ 14,910,971	\$ 14,729,050	\$ 14,879,136	\$ (31,835)	-0.2%



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

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5600	Registrar Of Voters Fund 0001	\$ 5,457,354	\$ 8,686,393	\$ 8,678,055	\$ 9,173,236	\$ 486,843	5.6%
5605	Registrar Gen Elections Fund 0001	6,621,570	4,598,142	4,438,358	4,177,518	(420,624)	-9.1%
5610	Registrar Spec Elections Fund 0001	273,901	832,516	827,231	782,231	(50,285)	-6.0%
5615	Electronic Voting Sys Fund 0001	385,564	793,920	785,406	746,151	(47,769)	-6.0%
Total Gross Expenditures		\$ 12,738,388	\$ 14,910,971	\$ 14,729,050	\$ 14,879,136	\$ (31,835)	-0.2%

Registrar of Voters— Budget Unit 140 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 6,809,751	\$ 7,592,568	\$ 7,954,716	\$ 8,421,095	\$ 828,527	10.9%
Services And Supplies	5,928,637	6,992,528	6,774,334	6,458,041	(534,487)	-7.6%
Fixed Assets	0	325,875	—	—	(325,875)	-100.0%
Total Net Expenditures	\$ 12,738,388	\$ 14,910,971	\$ 14,729,050	\$ 14,879,136	\$ (31,835)	-0.2%

Registrar of Voters— Budget Unit 140 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5600	Registrar Of Voters Fund 0001	\$ 208,804	\$ 155,674	\$ 165,674	\$ 165,674	\$ 10,000	6.4%
5605	Registrar Gen Elections Fund 0001	7,712,588	8,000	4,276,833	4,276,833	4,268,833	53,360.4%
5610	Registrar Spec Elections Fund 0001	(191,341)	3,411,992	—	—	(3,411,992)	-100.0%
5615	Electronic Voting Sys Fund 0001	—	—	30,000	30,000	30,000	NA
Total Revenues		\$ 7,730,051	\$ 3,575,666	\$ 4,472,507	\$ 4,472,507	\$ 896,841	25.1%



Registrar of Voters— Budget Unit 140 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Fines, Forfeitures, Penalties	\$ 17,300	\$ —	\$ 10,000	\$ 10,000	\$ 10,000	NA
Aid From Government Agencies - State	39,837	8,000	8,000	8,000	—	—
Other Financing Sources	165,091	155,674	155,674	155,674	—	—
Charges For Services	7,507,823	3,411,992	4,268,833	4,268,833	856,841	25.1%
Aid From Government Agencies - Federal	—	—	30,000	30,000	30,000	NA
Total Revenues	\$ 7,730,051	\$ 3,575,666	\$ 4,472,507	\$ 4,472,507	\$ 896,841	25.1%

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 2014 Approved Budget	38.0	\$ 8,686,393	\$ 155,674
Board Approved Adjustments During FY 2014	—	84,969	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	293,368	—
IntraCounty Adjustments	—	47,321	—
Other Adjustments	—	(433,996)	10,000
Subtotal (Current Level Budget)	38.0	\$ 8,678,055	\$ 165,674
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 68,802	\$ —
Decision Packages			
Augment Staff to Enhance Voter Services	4.0	345,840	—
Enhance Vote by Mail Security and Accuracy	1.0	80,539	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	5.0	\$ 495,181	\$ —
Recommended Budget	43.0	\$ 9,173,236	\$ 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 2014 Approved Budget	—	\$ 4,598,142	\$ 8,000
Board Approved Adjustments During FY 2014	—	3,597	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(163,381)	—
Other Adjustments	—	—	4,268,833



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

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 4,438,358	\$ 4,276,833
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Staff to Enhance Voter Services	—	(260,840)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (260,840)	\$ —
Recommended Budget	—	\$ 4,177,518	\$ 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 2014 Approved Budget	—	\$ 832,516	\$ 3,411,992
Board Approved Adjustments During FY 2014	—	27,012	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(32,297)	—
Other Adjustments	—	—	(3,411,992)
Subtotal (Current Level Budget)	—	\$ 827,231	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Staff to Enhance Voter Services	—	(45,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (45,000)	\$ —
Recommended Budget	—	\$ 782,231	\$ —

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 2014 Approved Budget	6.0	\$ 793,920	\$ —
Board Approved Adjustments During FY 2014	—	(32,948)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,514	—
IntraCounty Adjustments	—	(321)	—
Other Adjustments	—	(1,759)	30,000
Subtotal (Current Level Budget)	6.0	\$ 785,406	\$ 30,000

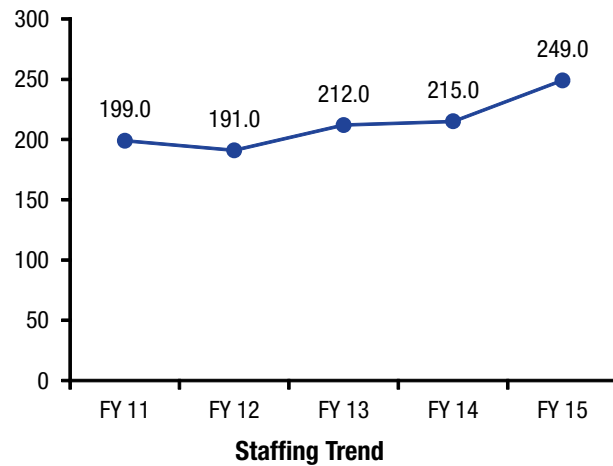
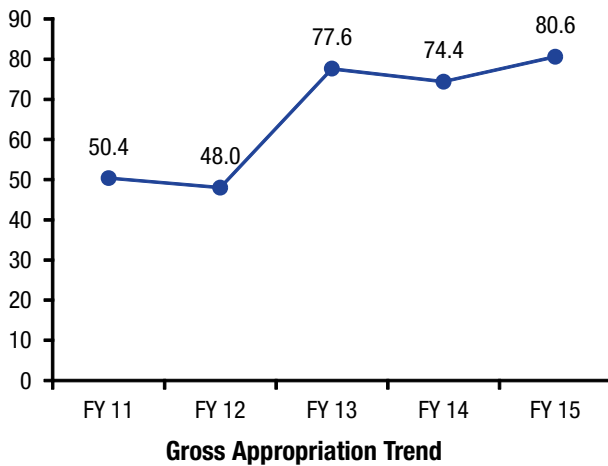
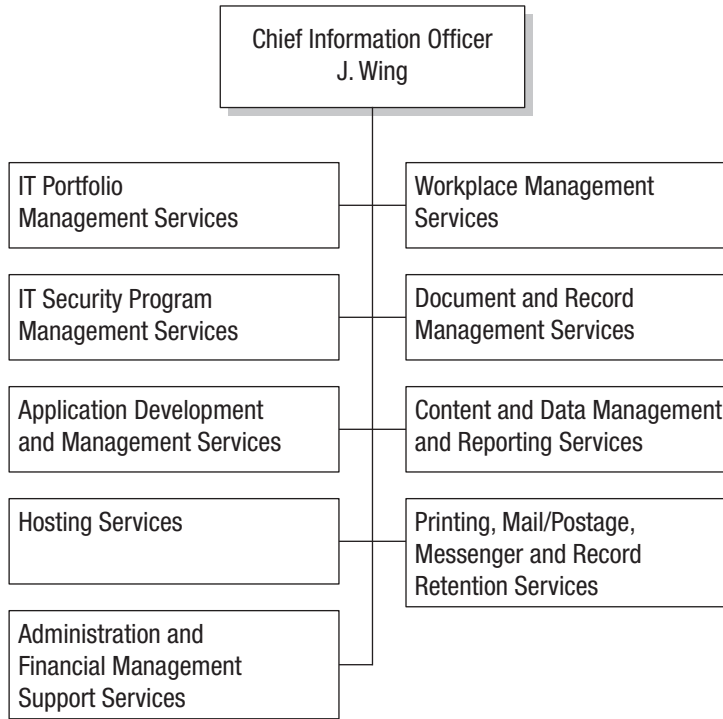


Electronic Voting Sys Fund 0001 — Cost Center 5615
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 745	\$ —
Decision Packages			
Augment Staff to Enhance Voter Services	—	(40,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (39,255)	\$ —
Recommended Budget	6.0	\$ 746,151	\$ 30,000



Information Services Department



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 from the County’s ITTI web portal.*

County IT Services is undergoing a transformation to become more business oriented, with objectives to achieve operational excellence, promote customer focus and enable a climate of innovation that responds to business needs while adapting to industry changes. Gartner, an information technology research and advisory company, stresses the importance of a well-defined IT Service Portfolio to drive IT Operational Excellence and Customer Focus in the management of information and technology. The IT Service Portfolio is critical to:

- Clarify the Purpose of the IT Organization
- Communicate the Value of IT Services
- Explicitly Identify what IT is Optimizing

The Major Services listed are under development, but represent a beginning of the IT transitions to be refined this year. Each of these IT Service areas are composed of the following fundamental IT Professional Services. These services can also be requested separately for specific Department needs:

IT Professional Service Specialties

- **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.
- **Contract Management** – to manage Countywide service or software agreements, including cloud (externally hosted) systems.

IT Portfolio Management Services

Provides IT Professional Services covering 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.

IT Security Program Management Services

Provides IT Professional Services covering oversight of the County's IT and HIPAA Security Program, incident response planning and management, coordination of department IT Security risk assessments and remediation plans to ensure compliance with Board-approved policies, HIPAA, and other regulations.

Application Development and Management Services

Provides IT Professional Services covering Countywide, Shared or Department specific Business Applications, including:

- SAP, PeopleSoft, Adult Criminal Justice, Juvenile Records, 911 Computer-Aided-Dispatch, Integrated Workplace Management, Worker's Comp applications.
- Web, Mobile and GIS (Geographical Information Service) applications.
- Software as a Service (SaaS) for externally hosted applications.

Hosting Services

Provides IT Professional Services covering 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.

Workplace Management Services

Provides IT Professional Services covering:

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

Document and Record Management Services

Provides IT Professional Services covering Microsoft SharePoint-based Document and Record Management systems, including workflow, e-forms, and other required software toolsets.

Content and Data Management and Reporting Services

- Provides IT Professional Services covering the County's Public and Employee Portals and Department Websites.
- Provides IT Professional Services data management, analytics and reporting for business intelligence to enable decision-making to support multiple initiatives, such as AB 109.

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

Provides underlying support services to facilitate and enhance customer service delivery, covering financial analysis, procurement, accounting, budget, and billing for IT Services.

Current and Emerging Issues

Information Technology (IT) Services Transformation

IT Transitions: There have been many Center for Leadership and Transformation (CLT) efforts initiated in the last few years that have resulted in major cross-County projects, such as the County Common Directory and Office 365 project, and with these projects, changes to IT Services, IT organization, and IT job classifications are being planned. In addition, there are many changes occurring in the IT industry which are also driving the need to rethink how the County manages and provides IT Services. IT Services, the supporting IT organization and specific IT job classifications needed to support those IT Services, need to evolve to best support the increasing needs of the various business services the County provides. As the County moves toward consolidation of some IT services, and standardizing of products and services, the consolidation of staff is required to achieve a reduction in the cost of doing business, increased efficiencies and more effective services. Some of these changes are reflected in the FY 2015 budget recommendations.

In addition, funding to assist IT and ESA to support these transitions has also been recommended. Critical areas of transition include the need to:

- Review and revise IT Services and the supporting organization to improve operational performance and become more customer focused. This pertains only to the areas of the responsibility of the CIO (ISD and HHS-Information Services).
- Conduct a County IT job classification study to refresh and establish more appropriate job descriptions, sustainable career paths, and effective training plans based on best practices, in partnership with ESA, labor representatives, and staff members.
- Work with department stakeholders to consolidate IT infrastructure under ISD. Initial plans are being developed in FY 2014, and will continue in FY 2015.

IT Asset Management: In FY 2014, there were multiple software audits performed by software manufacturers to ensure procurement and implementation records match. In some cases, the County was unable to show procurement records of software licenses that matched what was installed, resulting in costs to the County to

acquire the necessary licenses. To avoid future costs and liabilities to the County, a better means to manage IT assets is required. Resources and staff are recommended in the FY 2015 budget to address this issue and manage IT Assets centrally.

IT Security: County IT Security needs are constantly changing due to regulation requirements and the increasing technology threats to all industries. More emphasis is needed to manage the security of the County's data, information systems, and the communication and sharing of those assets.

Where security breaches have occurred in industry, the Federal response has been to impose six and seven-figure financial penalties on organizations and individuals where inadequate security measures were in place. In the healthcare industry, public disclosure of data breaches is perhaps even more damaging than the financial penalties, due to the loss of patient trust and damage to organizational reputation.

The main objectives of the County IT Security program are:

- To protect County data, information and systems from external and internal vulnerabilities and threats.
- To ensure compliance with changes and number of regulations, e.g., HIPAA/HITECH.
- To educate staff on protecting the data, information, and systems for which they are responsible.
- To foster security awareness and good practices.

With the fast changing landscape in technology today the need for clear direction, best practices, easy to understand policies, training, and awareness programs are becoming more critical. Resources and staff are recommended in the FY 2015 budget to address this issue.

IT Support: With increased functionality in services such as Office 365, there is an increased need for additional staff support to assist and advance user capabilities, providing value-added IT Business support and solutions. This is reflected in the FY 2015 budget recommendations.

Additionally, many departments have needs that require IT Professional Services. In order to manage and meet the demand, the CIO's office will be reviewing these requests, and assist with funding and resourcing to more proactively meet the need. Larger efforts will be reviewed by the Business Information Technology Steering Committee (BITS).

Data Analytics and Reporting

Enterprise Data Integration Strategy: 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, 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 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 no FY2015 funding recommendations regarding this emerging area, but the need to establish the foundation of Enterprise Data Integration is essential to better manage these efforts that are growing across the County. Key stakeholders are working together to provide a strategy and approach to be reviewed by the County Executive, Board of Supervisors and other key stakeholders.

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 nearing retirement 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 prepare, and implement a comprehensive plan 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 Law and Justice System Roadmap efforts. Funding is recommended to resource the first year of this effort, to investigate options, develop requirements and further develop strategy and plans.

Public Safety Realignment: Data solutions are critical to the future efficiency of Public Safety. Key are the needs to improve access to information by developing a 'data warehouse' to consolidate and share data across justice and Health and Human services agencies (see the above Enterprise Data Integration Strategy section), provide 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.

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.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Hospital IT Leadership	↑	Augments Hospital IT leadership within the Internal Services Fund.	—	\$218,096	—
Enhance Technical Support - Learning & Employee Development	↑	Increases support for process automation and internal training programs.	1.0	\$148,428	(\$22,055)
Shared Service Support Upgrade	↑	Improves IT Help Desk and End User support Countywide.	3.0	\$476,692	(\$67,454)
Provide Automation for County Forms and Workflow	↑	Expands support for workflow automation and e-form creation.	2.0	\$342,044	(\$53,552)
Establish HHS Call Center Support	↑	Creates support resources for the new HHS Call Center.	2.0	\$347,838	(\$59,492)
Countywide IT Management – Move to ISF	●	Moves positions from ISD General Fund to ISD within the Internal Service Fund.	—	—	—
Augment IT Security Group	↑	Establish an IT Security Group for the protection of the County's data and information systems.	2.0	\$583,416	(\$54,505)
Enabling IT Transformation: Social Services Agency	●	Move existing positions from the Social Services Agency to ISD within the Internal Service Fund.	4.0	\$776,532	—
Shared Service Support: County IT Asset Management	↑	Establish standards, practices and resources, to create and manage the County's IT Asset Management (ITAM) system.	4.0	\$545,841	(\$92,502)
Establish a Countywide IT Professional Services Reserve	●	Fund IT professional services contract resources for identified and potential needs throughout the County.	—	—	\$1,502,116
Staffing for SAP/Ariba Project	↑	Provide support staff for the SAP/Ariba Project	1.0	\$174,115	(\$29,019)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

The following recommendations are for funding of resources in the Information Services Department 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.

↑ Augment Hospital IT Leadership

Recommended Action: Allocate funds to support a Deputy Director of Healthcare IT Operations position within the Internal Service Fund (ISF). The specific job classification for the new position is to be determined by the Employee Services Agency human Resources Department (ESA-HR).

This action relates to a reciprocal action in Santa Clara Valley Medical Center to delete 1.0 FTE Deputy Director of Management Information Services. A reduction of \$9,050 in the ISF services and supplies budget will make this action budget neutral on an ongoing basis, considering the savings from the elimination of the SCVMC position.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.



The augmentation of Hospital IT Leadership within ISD is part of the larger IT organizational effort currently underway that will provide coordination and management of HHS site staff in the areas supporting: IT infrastructure, IT Security, change management and coordination with central IT Functional Managers at ISD, HealthLink Environment management, technical EPIC staff, and liaison with Biomedical engineering. This position will report to the newly created Director of IT Operations in Information Services.

A salary ordinance amendment will be presented to the Board of Supervisors for approval of the specific position changes once ESA-HR has completed the necessary classification review.

Net Ongoing Cost \$218,096

↑ Enhance Technical Support – Learning & Employee Development

Recommended Action: Add 1.0 FTE Information Systems Analyst II/I position in Information Services (ISD) within the Internal Services Fund and increase ongoing service and supplies expenditures to provide additional process automation and internal training programs.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The increased resources will provide support resources to expand sccLearn on-demand web-based training services and thereby reduce the cost of employee training programs. This position will provide ISD staff resources to provide sccLearn approximately 1,600 hours of additional annual support.

Background: The County's Learning Management System, sccLearn, provides employee access to on-demand web-based training courses and instructor-led course registration. SccLearn reduces costs and improves efficiency of employee training programs through centralized administration, automated business processes, and reducing redundant systems.

Ongoing efforts to expand sccLearn use across the County originated with the Center for Leadership and Transformation.

Positions Added 1.0 FTE

Ongoing Cost: \$148,428

Ongoing position costs of \$132,329
Ongoing contractual support and training of \$16,099

One-time Savings: \$22,055

One-time Salary Savings reflecting time to recruit/hire

↑ Shared Service Support Upgrade

Recommended Action: Add 3.0 FTE Information Systems Analyst (ISA) II/I and increase ongoing service and supplies expenditures to improve Help Desk and End User support.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The increased resources will provide IT support services staff to reduce user downtime and enable a faster response time on service requests that interrupt operations and the workflow of county users. To ensure that the Customer Service Division (CSD) has sufficient staff to maintain consistency and quality of service, the Department will deploy one of these new positions to each of the three major campuses supported by ISD (Berger, Charcot, and Hedding). These positions will be used to address the increasing need for service beyond standard break/fix support such as:

- Expanded support required due to Office 365 Services that will increase as Microsoft updates/upgrades their products. These resources will proactively assist in the growing support needs of this Countywide investment.
- Proactively assist with streamlining business processes to reduce cost, support and time.
- Proactively educate County staff on IT Security practices to provide data loss prevention, and the associated costly liabilities.

- Expanded duties to support the Board of Supervisors Chambers, without additional staff or training. Failure to adequately support these critical systems could significantly disrupt County Board business.
- ISD has implemented a Mobile Device Management (MDM) hosted service which is used Countywide to inventory, manage and secure cellular devices including phones and tablets. In addition, this service provides Mobile Application Management (MAM) hosted services. New staff will help support and manage security for the growing number of mobile devices and associated Apps.

Background: The service demands relating to IT support for Countywide Infrastructure have grown significantly in the last few years with minimal or no augmentation of staff. During this same period, IT consolidation efforts have transferred staff and IT support responsibilities to ISD, yet these transfers have left no additional capacity for documentation, cross-training, or the development of bench strength, and required significant reworking to bring infrastructure up to standard.

Positions Added 3.0 FTE
Ongoing Cost: \$476,692

Ongoing position costs of \$396,987
Ongoing training costs of \$79,705

One-time Savings: \$67,454

One-time Salary Savings reflecting time to recruit/hire

↑ Provide Automation for County Forms and Workflow

Recommended Action: Add 2.0 FTE Software Engineer III/II/I positions to develop and support efforts in workflow automation and e-form creation. Augment the Internal Service Fund to provide two developer class systems and e-forms training for staff.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The two Software Engineer positions will design, develop and implement public and internal e-forms with business process workflows to automate and

streamline County services. This effort will reduce paper filing, routing costs and the risks associated with inconsistent administration of record retention policies. The County currently has thousands of paper based forms and manual processes that could be automated and streamlined with electronic forms (e-forms) and workflow applications. These resources will work to facilitate the County's transition.

Typical software engineer tasks will include:

- Develop County enterprise methodologies and procedures relating to the current County e-forms and workflow software tools.
- Implementation of e-forms with business process applications that meet the County's development standards.
- Support and documentation of developed applications and recommendations for future development.
- Coordination with the Service Desk.

Along with potential cost savings related to paper and paper file storage costs, other benefits include increased efficiency through electronic form routing, automated reporting and metrics. Staff can move from paperwork management to more customer focused tasks.

Positions Added 2.0 FTE
Ongoing Cost: \$342,044

Ongoing position costs of \$309,044
Ongoing software and training costs of \$33,000

One-time Savings: \$53,552

One-time Salary Savings reflecting time to recruit/hire

↑ Establish HHS Call Center Support

Recommended Action: Add 1.0 FTE Senior Network Engineer and 1.0 FTE Senior IT Business Consultant/Sr IT Project Manager to the Internal Service Fund to support new and expanding HHS Call Center technology.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The two new positions will provide required skills and knowledge, that are currently unavailable within the County workforce, to make possible the implementation of the new HHS Call Center.

The Senior Network Engineer will specifically be responsible for system administration of the Cisco Contact Center, including work with Nexus IS vendor for programming of automatic call distribution (ACD) call flows and Integrated Voice Response (IVR) and work with HHS Interface Application Team for integration of IVR to Epic software modules including Cadence scheduling and Willow pharmacy modules.

The Senior IT Business Consultant/Senior IT Project Manager will work directly with Senior Network Engineer to coordinate the business needs as it relates to call flows and IVR integration, including work with HHS Interface Application Team for integration of IVR to Epic software modules including Cadence scheduling and Willow pharmacy modules. The role of the IT Business Consultant will include making changes and updates to database tables, coordinating system projects, creating and modifying scripts and running detailed reports for ACD/IVR customers.

The Department anticipates the need for continued reliance on contract support for this system in addition to the two new positions, but the cost is unknown at this time.

Background: Health and Hospital Systems is replacing their Call Center system with newer CISCO Call Center Technology to replace the obsolete system currently in use. The new system will consolidate all County Call Centers that require interfaces with HealthLink. These positions will provide technical support as well as ongoing management between technical, customer and application support. The new system involves specialized technology requiring the certification of support staff, which staff in the County does not currently have. The two new positions will fill this gap.

Positions Added 2.0 FTE

Ongoing Cost: \$347,838

One-time Savings: \$59,492

One-time Salary Savings reflecting time to recruit/hire

● Countywide IT Management – Move to ISF

Recommended Action: Reallocate 6.0 FTE from Information Services General Fund to the Internal Service Fund. These 6 positions were part of the 7.0 FTE IT Management positions approved in FY 2014 that remain in the Information Services Department General Fund.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The funding for these positions was originally allocated in FY 2014. These positions were funded in the General Fund as ISD was completing an update to the Internal Service Fund (ISF) rate structure and methodology. Now that the rates, methodology for billing, and IT services are better defined, these positions should be moved into the ISF and be billed out as part of the rate structure.

The Director of IT Operations and the Customer Support Services Manager positions have both been created and are in the process of being filled. The Customer Support Manager position when created, was created in the ISF, however, the Director of IT Operations position remains in the General Fund along with the funds to create the remaining 5 positions that are now required to be moved into the ISF.

There is no net change in cost. The savings to the General Fund from moving the positions to the ISF will be offset by an increase in ISF rate changes to the General Fund.

IT Management Positions Created in FY 2014

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

Net Positions Added 0.0 FTE

Ongoing Cost: \$0

↑ Augment IT Security Group

Recommended Action: Add 3.0 FTE IT Security Engineer, delete 1.0 FTE County IT Security Officer, allocate \$240,138 to fund the creation of a new Chief Information Security Officer (CISO) executive position and increase ongoing service and supplies expenditures within the Internal Service Fund (ISF).

The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department (ESA-HR).

This action relates to a reciprocal action in Valley Medical Center to delete 2.0 FTE Information Services Manager II to offset partial funding for these positions.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

With these additional positions, the County IT Security Group will significantly expand its capacity to protect the County's data and information systems from external and internal threats, in addition to ensuring compliance with the rapidly expanding number of regulations, (e.g., HIPAA/HITECH), providing staff education and fostering security awareness and best practices within the County.

A salary ordinance amendment will be presented to the Board of Supervisors for approval of the specific position changes once ESA-HR has completed the necessary classification review.

Background: The constantly changing technology landscape demands clear direction, establishment of best practices, and effective training and awareness programs around IT security issues. As more County information is shared and transferred over the internet and on mobile devices, and hosted business solutions are more commonly utilized, increased emphasis needs to be placed on managing the security of the mobile and hosted environments.

The size of the HHS network requires dedicated IT Security oversight and management to address continuously updated regulations and implementation of HIPAA requirements, assess vulnerabilities and safeguard data from potential threats.

A Chief Information Security Officer (CISO) executive position is needed to lead this effort. The current County IT Security Officer position is a lower level management position, and is not attracting the caliber of candidates required. The existing Security Engineer and County IT Security Officer positions have been held vacant so that salary savings from both positions could be used to secure a contract CISO. With funding for this recommendation, the Security Engineer and County IT Security Officer positions could be filled and complete the development of a viable IT Security program.

Net Positions Added 2.0 FTE
Ongoing Cost: \$583,416

Ongoing position costs of \$558,416
Ongoing training costs of \$25,000

One-time Savings: \$54,505

One-time Salary Savings reflecting time to recruit/hire

● Enabling IT Transformation: Social Services Agency

Recommended Action: Move 4 existing positions from Social Services Administration (SSA) to Information Services Department (ISD) in the Internal Service Fund.

Summary of Position Moved from SSA to ISD

Classification	FTE	Cost/(Savings)
Information Systems Manager I	1.0	\$175,330
SSA Information Technology Specialist	2.0	\$433,578
SSA Application Decision Support Manager	1.0	\$163,236
Total	4.0	\$776,532

This action relates to a reciprocal action in the Social Service Agency to delete 4.0 FTE to offset the funding for these positions.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.



This consolidation of like-services and support staff is part of the larger IT Transformation Initiative. The SSA staff being transferred to ISD consist only of IT Infrastructure support staff that support all of the Directory and email services that are being consolidated Countywide through the Common Directory and Office 365 Service project (O365). Staff will continue with their current duties but on a Countywide level, as well as continuing to support the SSA specific needs with the additional pooled resources from within ISD.

Basic guiding principles were developed and agreed upon between the County Executive's Office, SSA, and CIO regarding the resources being used as part of the O365.

- The County is transitioning to a consolidated/centralized IT infrastructure operation. The Common Directory/Office 365 project is a key step in achieving the desired consolidation.
- All infrastructure staff should have the opportunity to be engaged in Project O365 and the County's continued consolidation effort. SSA staff has the expertise needed to make Project O365 successful.
- SSA will continue to have significant IT support needs relating to the implementation of Health Care Reform and its other program responsibilities, and continual IT support services will need to be provided.
- All SSA IT Infrastructure staff will be involved in the SSA migration to the County Active Directory and O365. ISD will work with SSA staff to ensure that the appropriate fiscal claiming is completed for all affected staff.
- SSA and County IT will meet on a bi-monthly basis to review staff schedules and tasks required to be completed for SSA and the O365 project. Should SSA identify a priority need requiring all or more of its resources, staff working at that time on Project O365 would be redirected to address that issue, or potentially contractor resources could be utilized.
- SSA and County IT will re-evaluate the ongoing distribution of resources after 7 months, and at that time will work together to identify how resources should be allocated going forward.

ISD currently provides multiple services to SSA. Moving the staff to ISD will continue the needed ongoing

support of the County's Common Directory and Office 365 Services, and address SSA specific needs. These services will be documented in the annual Letter of Understanding between the two departments.

Positions Added 4.0 FTE
Ongoing Cost: \$776,532

↑ Shared Service Support: County IT Asset Management

Recommended Action: Add 4.0 FTE in Information Services Department within the Internal Service Fund to establish formal IT Asset Management (ITAM) standards and practices and improve Countywide IT Asset Management.

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Information Systems Analyst I/II	1.0	\$134,907
Associate Management Analyst A/B	1.0	\$107,250
Senior Business IT Consultant	1.0	\$178,673
Senior Financial Analyst	1.0	\$134,185
Total	4.0	\$555,015

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

A sound ITAM program joins financial, contractual, and inventory functions to ensure compliance with contractual agreements, prevent property loss, and manage life cycles to optimize budgeting and rate strategies.

The four new positions will provide necessary resources to centrally track and manage IT assets, such as software licenses and hardware purchases/leasing contracts, to ensure efficient deployment, compliance with license agreements, and governance to protect the County from overspend or misuse liabilities.

The Senior IT Business consultant will manage hardware purchase/leasing contracts as well as software licensing agreements, by working closely with both vendors and County departments to ensure contract terms are clear, appropriate and understood by department managers.

The Financial Analyst will use ITAM data to estimate budgetary requirements based on hardware refresh schedules, as well as software licensing terms, usage and versions. This position will be responsible for lifecycle and other cost/benefit analyses in order to reduce IT costs and minimize financial risk associated with IT asset management.

The Information Systems Analyst II/I and Associate Management Analyst will work with existing ISD staff to establish ITAM protocols and standards that will be implemented Countywide to ensure compliance with licensing agreements, and reduce the risk of financial penalties or property loss.

Background: Historically, the County has allowed individual departments to manage software and hardware assets. However, IT Asset Management (ITAM) requires understanding of both the asset management discipline and the nuances of software licensing; and should be centrally managed and consolidated. Improper accounting can result in substantial unanticipated costs.

Positions Added 4.0 FTE
Ongoing Cost: \$545,841
One-time Savings: \$92,502

One-time Salary Savings reflecting time to recruit/hire

● Establish a Countywide IT Professional Services Reserve

Recommended Action: Use the Internal Service Fund's Fund Balance to provide reserve funds for IT professional services contract resources that can be applied to identified or potential needs throughout the County.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The proposed reserve will provide additional one-time support resources for IT related projects. Use of this reserve will require review by the Business and Information Technologies Services (BITS) committee, which establishes the prioritization for Countywide IT projects, as well as the application of these funds.

One-time Cost: \$1,502,116

↑ Staffing for SAP/Ariba Project

Recommended Action: Add 1.0 FTE in the Information Services Department within the Internal Service Fund to support the implementation and ongoing support for the SAP Ariba Project.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The SAP/Ariba eProcurement automation project covers the entire procure to pay (P2P) process from needs assessment to the payment of invoices for goods and services, creating both operational efficiencies and financial benefits. The recommendation adds 20.5 FTE of additional staff to implement and operate this system on an ongoing basis Countywide. See the County Executive's recommendations for the full SAP/Ariba project in the Procurement Department in Section 1 of the Recommended Budget.

Positions Added 1.0 FTE
Ongoing Cost: \$174,115
One-time Savings: \$29,019

One-time Salary Savings reflecting time to recruit/hire

FY 2015 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 2015 Information Technology Projects Information Services Department

FY 2015 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 2015 General Fund requests for IT projects were reviewed and prioritized by the County Chief Information Officer (CIO) and the CIO Project Management Office, 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 2014-2016.

Project requests were evaluated in part by how projects would:

- 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
- 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.

FY 2015 Technology Projects Information Services Department

Description	Ongoing Allocation	One-time Allocation
Common Directory-0365 Continuation, MS Statements of Work		\$1,595,000
Infrastructure Consolidation, Refresh and Expansion		
Disaster recovery for SAP PBF Budget System	\$4,000	\$20,000
ISD Enterprise Backup Expansion		\$200,000
Replacement of Hedding Network Core	\$80,000	\$1,200,000
Network Infrastructure Replacement	\$44,000	\$461,000
Wifi in Court Locations	\$30,000	\$150,000
Consolidation of TCO Servers/DR to ISD		\$25,000
Modernization of Enterprise GIS Repository and Infrastructure	\$40,000	\$330,000
Aruba Remote Wireless Access Points for Teleworking		\$100,000
Contingency for Shortfall, New and Unplanned IT Infrastructure Needs		\$150,000
Law and Justice System Roadmap – Program Management		\$2,344,000
Total Allocation	\$198,000	\$6,800,000

Common Directory-0365 Continuation, MS Statements of Work

In FY 2014, some prepared Microsoft Statements of Work (SOWs) were deferred due to competing demands for IT County resources. Without implementing these additional Microsoft services for the infrastructure as planned in 2013-2014, the County will not achieve the optimal benefits of security, integration with existing systems, and the efficiencies that would come with a common directory, systems, and desktop management infrastructure Countywide.

In FY 2015, these SOWs are essential to realize efficient automated IT services management, enhanced remote access, and additional Security products and capabilities:

- Active Directory Migration Services (ADMS) Extended.
- Forefront Identity Manager (FIM) includes four (4) Statements of Work.
- Direct Access.
- Public Key Infrastructure (PKI).

- Active Directory Federation Services (ADFS) Extended for Geo- Redundancy.
- System Center Operations Manager (SCOM).

One-time Cost: \$1,595,000

Infrastructure Consolidation, Refresh and Expansion

IT Infrastructure projects for FY 2015 include:

Disaster Recovery for Vendor SAP's Public Budget

Formulation (PBF) – Budget System: SAP PBF production data will be continuously replicated to the ISD Disaster Recovery location at HHS. This will provide an alternate access to SAP PBF in the case of a server or ISD Berger Data Center failure. Recovery time would take minutes or hours instead of days or weeks.

**One-time Cost: \$20,000
Ongoing Cost: \$4,000**

ISD Enterprise Backup Expansion: Provide expanded backup and recovery services for County data to meet current demand.

One-time Cost: \$200,000

Replacement of Hedding Network Core: Replace the network switching infrastructure in both wings of the Hedding County Administration complex. The new network infrastructure will provide much needed capacity for data transmissions and support new technologies. This upgrade is also required to support replacement of the aging Nortel phone system in the facility with a Cisco VOIP system. These costs include hardware, and services.

**One-time Cost: \$1,200,000
Ongoing Cost: \$80,000**

Network Infrastructure Replacements: Provide replacement remote site routers and distribution switches for CLARAnet and selected obsolete local area network equipment.

**One-time Cost: \$461,000
Ongoing Cost: \$44,000**



Wifi in Courthouses: Enable Wifi capability within the Courthouse environment enhancing law and justice system personnel's ability to access criminal information remotely.

One-time Cost: \$150,000
Ongoing Cost: \$30,000

Consolidate Tax Collector's Office Servers: Consolidate Tax Collector's office servers from Tax Collector Computer Room in Information Services, migrating to a supported Unix platform, storage, backup/recovery and local disaster recovery site at HHS. This project eliminates the need for the Tax Collector computer room.

One-time Cost: \$250,000

Modernize Existing Enterprise Geographic Information System (GIS) Repository and Infrastructure: Modernize the ten-year old Enterprise Geographic Information System (GIS) Repository and Infrastructure to take advantage of off-the-shelf software. The future costs of maintaining and creating new functionality will be an order of magnitude more expensive without these changes.

One-time Cost: \$330,000
Ongoing Cost: \$40,000

Aruba Remote Wireless Access Points: Implement Aruba remote wireless access points to expand and enable additional teleworking capabilities in a cost-effective secure manner.

One-time Cost: \$100,000

Contingency for Shortage, New, and Unexpected IT Infrastructure Needs: Renew project funding for unanticipated IT infrastructure needs to maintain ongoing operations.

One-time Cost: \$150,000

Law and Justice System Roadmap – Program Management

This project includes Planning and Initiation Phase workplan items for the July 2014 to June 2016 time frame, including:

- Prepare preliminary fit/gap analysis of vendor solutions versus Criminal Justice Information Control (CJIC) functionality.

- Probation IT assessment and business analysis for Juvenile Probation.
- Research best practices & proven successes in other jurisdictions.
- Gather detailed business requirements for all agencies.
- Prepare technical integration strategy.
- Prepare project/system implementation strategy.
- Determine costs and funding options, prepare funding requests.
- Prepare and issue procurement documentation, evaluate responses and complete vendor negotiations (software, hardware and mainframe re-hosting).
- Hire or contract staff resources for implementation phase.

Additional workplan items that are time frame dependent upon the ability to hire necessary resources to drive the project include:

- Financial / Procurement / County Counsel guidance & direction.
- CEO and CJIC Steering Committee support and oversight.
- Dedicated, full time project staff (6 total).
- Ongoing support and participation of Public Safety and Justice Center of Excellence members and agency subject matter experts.
- Possible FY 2016 funding request for procurement process, depending upon outcome of vendor assessments.

One-time Cost: \$2,344,000

↑ FY 2015 Department-based Information Technology Projects

In addition to the projects recommended for funding in the Information Services Department (ISD), several department-based projects are also recommended. These projects were evaluated in the same manner as the projects recommended for ISD, however these projects are recommended for funding within each department's budget because the projects relate to specific departmental applications or needs.

A complete description of each project is provided in the County Executive's recommendations for each department.

FY 2015 Department-based Technology Projects¹

Description	Ongoing Allocation	One-time Allocation
Procurement Department		
SAP/Arriba Project	\$4,136,949 ²	\$5,623,881
County Communications		
Mobile Radio Replacement		\$500,000
Total Allocation	\$4,216,949	\$7,432,331

FY 2015 Department-based Technology Projects¹

Description	Ongoing Allocation	One-time Allocation
Health and Hospital System		
Infrastructure Upgrades		\$558,450
Planning & Development Department		
Transformation and Modernization Project	\$80,000	\$750,000
Total Allocation	\$4,216,949	\$7,432,331

1. See County Executive's recommendations for each department
2. Ongoing costs include the cost of recommended positions in various County departments

Information Services— Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
014501	Information Services Fund 0001	24,185,224	26,258,910	16,195,482	22,448,818	(3,810,092)	-14.5%
014502	Messenger Driver - Records Ret Fund 0001	270,681	467,878	537,809	538,368	70,490	15.1%
014574	Information Services Fund 0074	28,786,770	44,116,206	48,231,184	54,090,000	9,973,794	22.6%
014577	Printing Operations Fund 0077	1,905,529	1,914,171	1,888,911	1,891,089	(23,082)	-1.2%
Total Net Expenditures \$		55,148,204 \$	72,757,165 \$	66,853,386 \$	78,968,275 \$	6,211,110	8.5%

Information Services— Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
014501	Information Services Fund 0001	24,260,308	26,258,910	16,195,482	22,448,818	(3,810,092)	-14.5%
014502	Messenger Driver - Records Ret Fund 0001	1,611,653	1,958,478	1,986,079	1,986,638	28,160	1.4%
014574	Information Services Fund 0074	28,786,770	44,262,770	48,231,184	54,264,115	10,001,345	22.6%
014577	Printing Operations Fund 0077	1,905,529	1,914,171	1,888,911	1,891,089	(23,082)	-1.2%
Total Gross Expenditures \$		56,564,260 \$	74,394,329 \$	68,301,656 \$	80,590,660 \$	6,196,331	8.3%



Information Services— Budget Unit 145 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 26,125,626	\$ 32,940,337	\$ 34,630,452	\$ 37,724,247	\$ 4,783,910	14.5%
Services And Supplies	25,301,259	41,453,992	33,671,204	42,307,963	853,971	2.1%
Fixed Assets	5,137,375	—	—	—	—	—
Operating/Equity Transfers	—	—	—	558,450	558,450	NA
Total Gross Expenditures	\$ 56,564,260	\$ 74,394,329	\$ 68,301,656	\$ 80,590,660	\$ 6,196,331	8.3%
Expenditure Transfers	(1,416,056)	(1,637,164)	(1,448,270)	(1,622,385)	14,779	-0.9%
Total Net Expenditures	\$ 55,148,204	\$ 72,757,165	\$ 66,853,386	\$ 78,968,275	\$ 6,211,110	8.5%

Information Services— Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
014501	Information Services Fund 0001	\$ 6,819,428	\$ 857,311	\$ 732,427	\$ 800,369	\$ (56,942)	-6.6%
014574	Information Services Fund 0074	30,316,008	46,943,676	48,198,516	52,992,159	6,048,483	12.9%
014577	Printing Operations Fund 0077	1,803,351	1,990,230	2,023,660	2,023,660	33,430	1.7%
Total Revenues		\$ 38,938,786	\$ 49,791,217	\$ 50,954,603	\$ 55,816,188	\$ 6,024,971	12.1%

Information Services— Budget Unit 145 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 32,030,255	\$ 48,810,249	\$ 50,145,964	\$ 54,939,607	\$ 6,129,358	12.6%
Other Financing Sources	6,602,979	870,311	768,827	836,769	(33,542)	-3.9%
Revenue From Use Of Money/Property	51,064	92,000	39,346	39,346	(52,654)	-57.2%
Aid From Government Agencies - Federal	98,080	18,657	466	466	(18,191)	-97.5%
Revenue From Other Government Agencies	136,004	—	—	—	—	—
Aid From Government Agencies - State	20,404	—	—	—	—	—
Total Revenues	\$ 38,938,786	\$ 49,791,217	\$ 50,954,603	\$ 55,816,188	\$ 6,024,971	12.1%



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 2014 Approved Budget	5.0 \$	26,258,910 \$	857,311
Board Approved Adjustments During FY 2014	1.0	(201,611)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	36,946	—
IntraCounty Adjustments	—	26,237	(124,884)
Other Adjustments	—	(9,925,000)	—
Subtotal (Current Level Budget)	6.0 \$	16,195,482 \$	732,427
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	547,602 \$	67,942
Decision Packages			
Countywide IT Management - Move to ISF	-1.0	(1,292,266)	—
Information Technology			
Common Directory-0365 Continuation, MS Statements of Work	—	1,595,000	—
Disaster Recovery for SAP PBF - Budget System	—	24,000	—
ISD Enterprise Backup Expansion	—	200,000	—
Replacement of Hedding Network Core	—	1,280,000	—
Network Infrastructure Replacement	—	505,000	—
Wifi in Court Location	—	180,000	—
Consolidation of TCO Servers/DR to ISD (estimate)	—	250,000	—
Modernize the Enterprise GIS Repository and Infrastructure	—	370,000	—
Aruba remote wireless access points for teleworking	—	100,000	—
Contingency for Shortage/Unplanned IT Infrastructure Needs	—	150,000	—
Law & Justice System Roadmap - Program Management	—	2,344,000	—
Capital			
Subtotal (Recommended Changes)	-1.0 \$	6,253,336 \$	67,942
Recommended Budget	5.0 \$	22,448,818 \$	800,369

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 2014 Approved Budget	5.0 \$	467,878 \$	—
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,292	—
IntraCounty Adjustments	—	49,609	—
Other Adjustments	—	30	—
Subtotal (Current Level Budget)	5.0 \$	537,809 \$	—



Messenger Driver - Records Ret Fund 0001 — Cost Center 014502 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 559	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 559	\$ —
Recommended Budget	5.0	\$ 538,368	\$ —

Information Services Fund 0074 — Cost Center 014574 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
Current Level Budget			
FY 2014 Approved Budget	194.0	\$ 44,116,206	\$ 46,943,676
Board Approved Adjustments During FY 2014	14.0	2,029,270	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,545,165	—
IntraCounty Adjustments	—	540,497	954,053
Other Adjustments	—	46	300,787
Subtotal (Current Level Budget)	209.0	\$ 48,231,184	\$ 48,198,516
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (174,115)	\$ 4,793,643
Decision Packages			
Establish HHS Call Center Support	2.0	288,346	—
Shared Service Support: County IT Asset Management	4.0	453,339	—
Establish a Countywide IT Professional Services Reserve	—	1,502,116	—
Enhance Technical Support - Learning & Employee Development	1.0	126,373	—
Shared Service Support Upgrade	3.0	409,238	—
Provide Automation for County Forms and Workflow	2.0	288,492	—
Staffing for SAP/Ariba Project	1.0	145,096	—
Augment IT Security Group	2.0	528,911	—
Augment Hospital IT Leadership	—	218,096	—
Countywide IT Management - Move to ISF	1.0	1,296,392	—
Enabling IT Transformation: Social Services Agency	4.0	776,532	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	20.0	\$ 5,858,816	\$ 4,793,643
Recommended Budget	229.0	\$ 54,090,000	\$ 52,992,159

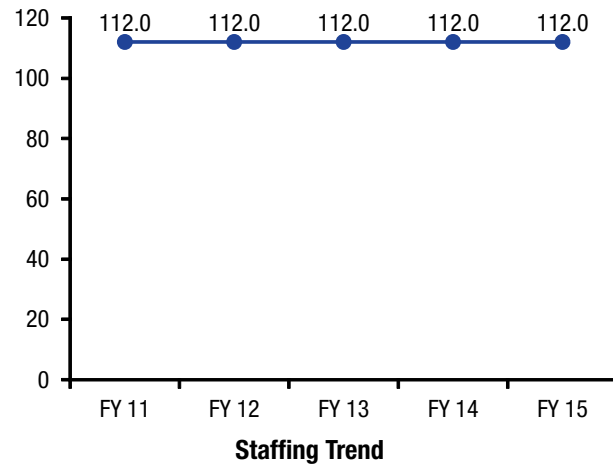
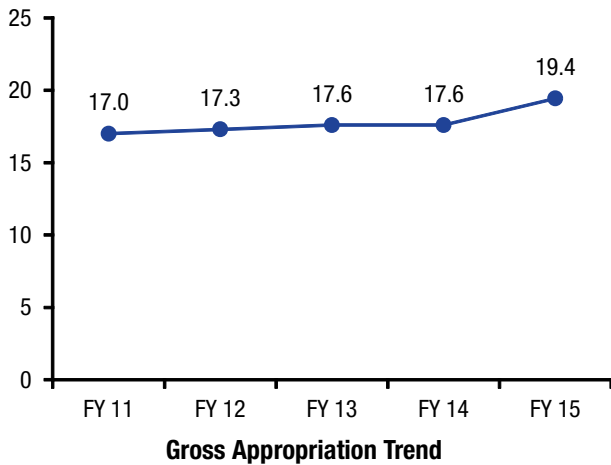
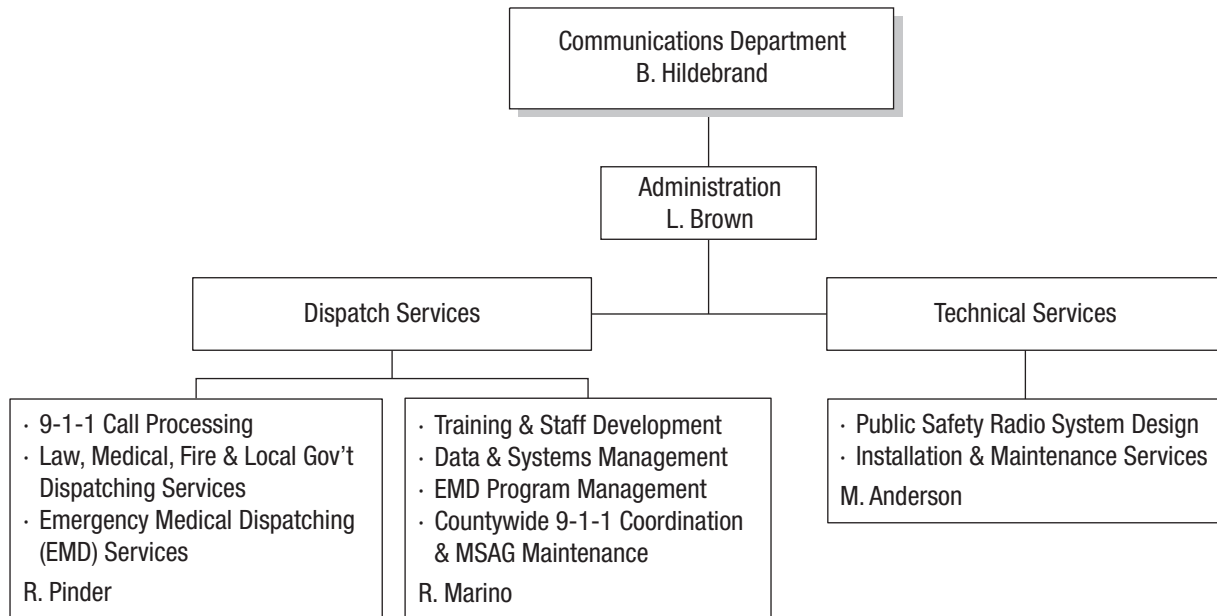


Printing Operations Fund 0077 — Cost Center 014577
Major Changes to the Budget

	Positions	Appropriations		Revenues
Printing Services ISF (Fund Number 0077)				
Current Level Budget				
FY 2014 Approved Budget	11.0	\$	1,914,171	\$ 1,990,230
Board Approved Adjustments During FY 2014	—		—	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	-1.0		(36,752)	—
IntraCounty Adjustments	—		11,492	36,084
Other Adjustments	—		—	(2,654)
Subtotal (Current Level Budget)	10.0	\$	1,888,911	\$ 2,023,660
Recommended Changes for FY 2015				
IntraCounty Adjustments	—	\$	2,178	\$ —
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$	2,178	\$ —
Recommended Budget	10.0	\$	1,891,089	\$ 2,023,660



County Communications



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 ever 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 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment the Dispatching Services Division	↑	Provide funding for five existing unfunded positions for greater flexibility	—	\$605,270	(\$403,587)
Expenditure Reimbursement for Dispatching Operations	◆	Partially offset expenditure for five unfunded positions	—	(\$183,572)	(\$122,403)
FY 2015 Information Technology Project	↑	Provide funding for mobile radio replacement	—	—	\$500,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment the Dispatching Services Division

Recommended Action: Fund 5.0 FTE positions in Communications Dispatching Operations by allocating \$605,270 in Salaries without Benefits.

Service Impact: The recommended allocation will support five existing unfunded alternately staffed Communications Dispatcher III/II/I positions. Once filled and trained, the Department will have greater flexibility in meeting required daily staffing levels, the ability to mitigate peak and anticipated increased workload demands, and better support for increasing

emergency call handling workload demands such as: Next Generation (NG) 9-1-1 services and restructuring of the EMS System and emergency medical dispatching (EMD) program (a result of the Patient Protection and Affordable Care Act).

The increased ongoing cost in the Department is partially offset by reimbursement from the Office of the Sheriff, the Roads Department, and Central Dire District. Increased appropriations are recommended for each of these departments to support the increased cost.



Summary of Expenditures and Reimbursements

Department	Ongoing Cost/ (Savings)	One-time Cost/ (Savings)
County Communications		
Cost to Fund Positions	\$605,270	(\$403,587)
Reimbursement from Other Dept	(\$183,572)	\$122,403
Net Fiscal Impact	\$421,698	(\$281,184)
Other Departments		
Office of the Sheriff (General Fund)	\$93,988	(\$62,670)
Roads Department (Fund 0023)	\$3,810	(\$2540)
Central Fire District (Fund 1524)	\$85,774	(\$57,193)
Net Fiscal Impact	\$183,572	(\$122,403)

Background: Current staffing levels in dispatch operations are essentially equal to those maintained by the County in 1998. Due to various challenges such as staff turnover, an extended recruitment period, and extensive training periods required to fill vacancies, the Department has been able to meet service level requirements only through voluntary and mandatory overtime assignments.

Even when fully staffed, existing staffing levels provide little to no flexibility in addressing regular and peak workload demands. The Departmental Agreement allows up to five dispatchers off per day on vacation (2 on days, 2 on swing and 1 on grave shifts). Once one more dispatcher calls in sick or is on another form of paid leave (including short and long-term medical leaves), or is not filled due to a vacancy, operations is at minimum staffing levels. When staffing falls below this minimum level, if not covered by voluntary or mandatory overtime, call taker position duties must be absorbed and handled by shift supervisor and/or radio dispatcher positions, which can delay 9-1-1 and

emergency call answering, extend response, increase radio on-air time and extend responses between field and dispatch personnel.

Ongoing Net Cost: \$421,698

Ongoing cost of \$605,270 offset by ongoing expenditure reimbursement of \$183,572

One-time Net Savings: \$281,184

One-time salary savings of \$403,587 (reflecting 8 months recruitment period), offset by one-time reduction in expenditure reimbursement of \$122,403

↑ FY 2015 Information Technology Project

Recommended Action: Allocate one-time funding for mobile radio replacement.

Service Impact: County Communications needs its mobile communication vehicle radios replaced because the equipment is no longer supported by the manufacturer; once repair parts are depleted the radios will no longer be repairable. 200 radios are needed at a cost of \$1M, and can be phased over 2 years, by using the replaced radios as spares or parts to help bridge the phased replacement time period. Using the Board approved contract with Motorola for build-out of the regional Silicon Valley Regional Communications System (SVRCS), the County can obtain favorable quantity discounts and incentive pricing, if these radios are purchased at the same time as SVRCS infrastructure equipment purchases. The next incentive priced buying window, based on grant funding, will begin in mid-December 2014 and remain open until the end of February or March 2015.

One-time Cost: \$500,000

Communications Department— Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 12,465,319	\$ 11,868,804	\$ 12,603,052	\$ 13,268,814	\$ 1,400,010	11.8%
019002	Communications Tech Svcs Div Fund 0001	662,948	189,356	151,078	152,778	(36,578)	-19.3%
Total Net Expenditures		\$ 13,128,267	\$ 12,058,160	\$ 12,754,130	\$ 13,421,592	\$ 1,363,432	11.3%



Communications Department— Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 17,527,691	\$ 15,607,913	\$ 16,592,017	\$ 17,318,948	\$ 1,711,035	11.0%
019002	Communications Tech Svcs Div Fund 0001	2,044,504	1,988,090	2,116,801	2,118,501	130,411	6.6%
Total Gross Expenditures		\$ 19,572,196	\$ 17,596,003	\$ 18,708,818	\$ 19,437,449	\$ 1,841,446	10.5%

Communications Department— Budget Unit 190 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 12,799,144	\$ 14,315,652	\$ 15,275,387	\$ 15,477,070	\$ 1,161,418	8.1%
Services And Supplies	6,773,051	3,280,351	3,433,431	3,960,379	680,028	20.7%
Total Gross Expenditures	\$ 19,572,196	\$ 17,596,003	\$ 18,708,818	\$ 19,437,449	\$ 1,841,446	10.5%
Expenditure Transfers	(6,443,929)	(5,537,843)	(5,954,688)	(6,015,857)	(478,014)	8.6%
Total Net Expenditures	\$ 13,128,267	\$ 12,058,160	\$ 12,754,130	\$ 13,421,592	\$ 1,363,432	11.3%

Communications Department— Budget Unit 190 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 3,585,447	\$ 1,723,927	\$ 1,723,927	\$ 1,723,927	—	—
019002	Communications Tech Svcs Div Fund 0001	245,504	129,849	149,849	149,849	20,000	15.4%
Total Revenues		\$ 3,830,951	\$ 1,853,776	\$ 1,873,776	\$ 1,873,776	\$ 20,000	1.1%

Communications Department— Budget Unit 190 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 27,913	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Charges For Services	1,962,627	1,843,476	1,863,476	1,863,476	20,000	1.1%
Other Financing Sources	1,840,412	300	300	300	—	—
Total Revenues	\$ 3,830,951	\$ 1,853,776	\$ 1,873,776	\$ 1,873,776	\$ 20,000	1.1%



Communications Dispatching/Admin Fund 0001 — Cost Center 2550
Major Changes to the Budget

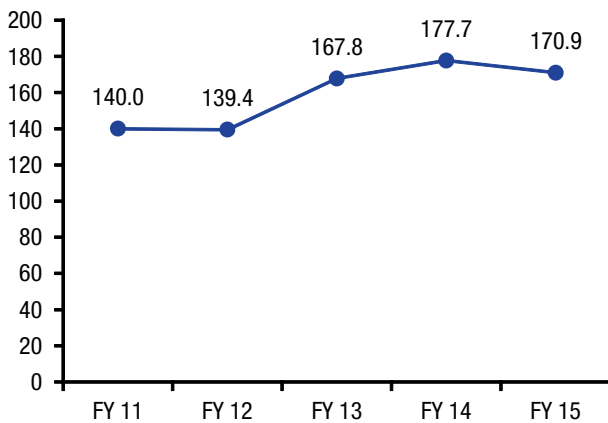
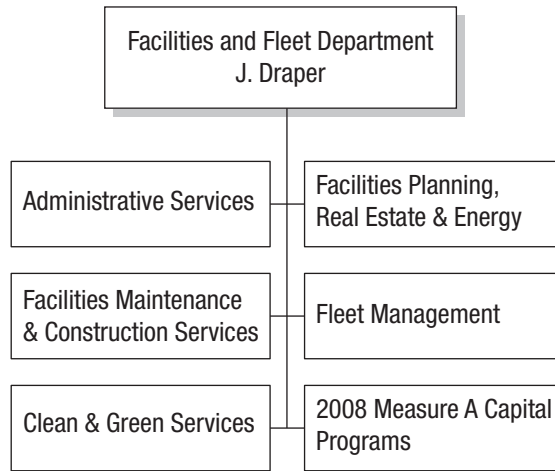
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	99.0	\$ 11,868,804	\$ 1,723,927
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	904,563	—
IntraCounty Adjustments	—	(239,387)	—
Other Adjustments	—	69,072	—
Subtotal (Current Level Budget)	99.0	\$ 12,603,052	\$ 1,723,927
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (35,921)	\$ —
Decision Packages			
Augment The Dispatching Services Division	—	201,683	—
Information Technology			
Mobile Radio Replacement	—	500,000	—
Capital			
Subtotal (Recommended Changes)	—	\$ 665,762	\$ —
Recommended Budget	99.0	\$ 13,268,814	\$ 1,723,927

Communications Tech Svcs Div Fund 0001 — Cost Center 019002
Major Changes to the Budget

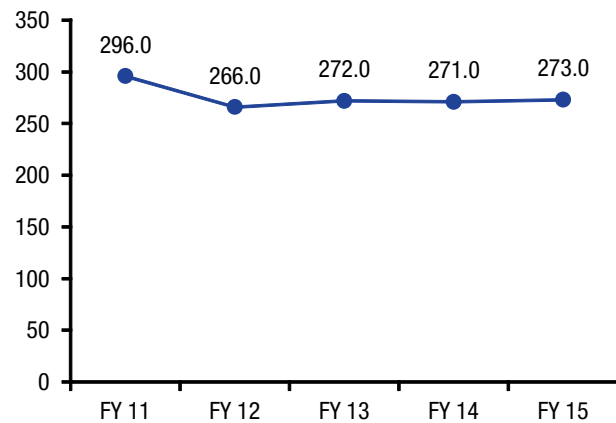
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	13.0	\$ 189,356	\$ 129,849
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	93,263	—
IntraCounty Adjustments	—	(145,378)	—
Other Adjustments	—	13,837	20,000
Subtotal (Current Level Budget)	13.0	\$ 151,078	\$ 149,849
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,700	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,700	\$ —
Recommended Budget	13.0	\$ 152,778	\$ 149,849



Facilities and Fleet Department



Gross Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **Design, Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents**
- ➔ **Energy Conservation, Fleet, Utilities, Waste Disposal and Cafeteria Management in a manner that assures the most effective use of taxpayer monies in support of services to County residents**



The tree is a traditional construction rite signifying that this beam is being placed at the highest point of the new Downtown Health Clinic.

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 Committee 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 is responsible for 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, subject to OMB Circular A-87, 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 resources, 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

Facilities Planning

FAF is actively participating in three planning initiatives involving County-owned facilities.

- **Civic Center:** 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 now 55-acre Civic Center Campus and its relationship to the communities it serves. 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 an 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. The County should complete the first step in the planning process, the facilities needs assessment, by September 2014, followed by master planning efforts in FY 2015.

- **County Fairgrounds:** During FY 2015, the Administration and the Board will continue the process of taking a fresh and in-depth look at the County Fair-

grounds. The purpose is to conduct a master planning process and evaluate its strengths, weaknesses, and opportunities that currently exist as well as future potential. The Fairgrounds will be assessed against current and best practices of fairgrounds management, and analyzed to determine options for use that would maximize public benefit for all residents of the County. Key to this process is engagement with stakeholders and the community early and often throughout the process.

- Jail Needs Assessment:** FAF is working with the County Executive's Office, the Office of the Sheriff, the Department of Correction, and Custody Health to develop a comprehensive jail facility needs assessment that will consider alternatives to current facility conditions, and provide one-time capital costs and ongoing operational costs for each alternative. This planning requirement has been driven by the both the age and condition of the existing facilities and the impact of Public Safety Realignment as the County has taken responsibility for inmates that were previously the responsibility of the State. The assessment will consider increasing the number of Medical Infirmary beds, Medical Special Housing beds, and Mental Health Special Management beds throughout the Jail facilities, as well as retrofitting the jails to better ensure a safe physical environment for elderly inmates.

Facilities Maintenance & Repair

The average County building is now nearly 40 years old and the estimated maintenance backlog is well over \$500 million. During the last 13 years, the County has expanded services to the public and the number of County facilities, while decreasing the maintenance budget by over 30 percent without considering inflation. Except for healthcare facilities, the County's lack of investment in maintenance and recapitalization (backlog) is causing an increase in building systems failures requiring more costly emergency repairs to keep County facilities operational and providing services. Even without a decreased budget, the ability of FAF to respond to system failures remains impaired. Assuming the budget remains the same as FY 2014, the County will be investing in the maintenance of its facilities at a rate of only 1.12 percent of the current replacement value, and the deterioration of the facilities will accelerate. On average, institutional facility owners nationwide invest more than double this rate.

Legislation continues to add unfunded mandates to FAF responsibilities. For example, California Fire Code, Chapter 7, section 5.2.1, requires that fire door assemblies be inspected and tested not less than annually, and a written record of the inspection signed and kept.

The County recently added some 38,000 square feet of additional space with the acquisition of the former Ritchey Army Reserve Center. In addition, the County reactivated the Muriel Wright Center that is roughly 44,000 square feet. Together, these properties require additional resources to maintain and operate.

With the improvement in the local economy, engineers, architects, building trades, and qualified managers are less willing to move to government because of the County's changes in compensation. In addition, building trades in general are attracting fewer people into those careers because of comparatively low wages in this area. This situation is causing FAF to continue reliance on construction contractors to accomplish maintenance and repair work that must be supervised by a small core of dedicated County staff who are knowledgeable of the County's facilities, building systems maintenance, project management, contract administration, and contract quality assurance.

Despite resource constraints, FAF received 30,449 work orders and completed 27,459 during this past year. This was made possible through the implementation of a new work center that consolidates the administration and quality assurance of contract services, a new inventory control system, and the management of a consolidated Building Operations and Capital Programs divisions.

Administration

Over the last few years, FAF and VMC Facilities have been actively pursuing consolidation of the two organizations to improve service and possibly reduce costs. The goal will be to increase staff flexibility and bench strength, and also to create a common system of procurement, project management, facilities information systems programs, accounting and budgeting, and call center. It is expected that a consolidated facilities administration would improve services to all client departments.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Financial Analyst Position	↑	This position will help the department to provide a higher level of analysis and will allow the department to better monitor trends and recommend operating division adjustments.	1.0	\$106,234	(\$17,706)
Add Associate Real Estate Agent Position	↑	This position will help the department to better respond to the needs of County departments and the Board.	1.0	\$121,570	(\$20,262)
Increase Preventative Maintenance Frequencies	↑	These resources will decrease the frequency of premature failure of heating, ventilation, and air conditioning systems.	—	\$885,158	—
Add Resources for Mandatory Fire System Inspections	●	These resources will help the County to comply with emerging code requirements and to keep us from being in violation.	—	\$386,048	—
Add Building Operations On-Call Pay	●	These resources will allow the department to have the necessary resources to support the current Building Trades Council contract.	—	\$42,900	—
Recognize Revenue From Sale of Property	↑	This action will allow the County to recognize one-time revenue from the sale of a building.	—	—	(\$496,000)
Add Two Work Vehicles	↑	These vehicles will allow Building Operations staff to increase productivity by reducing wait time and allowing them to more quickly respond to work orders and emergencies.	—	\$9,624	\$40,000
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$65,150)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Add Financial Analyst Position

Recommended Action: Add 1.0 FTE Financial Analyst position to the Fiscal Division.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

This new position will help the department to better respond to the present workload and the financial complexity of their work among their many varied divisions. In past years, the department has reduced fiscal staff to meet reduction targets, and this new position will allow the department to provide a higher level of analysis, including more concise and professional reporting.

The department's Fiscal division is responsible for Building Operations, Fleet, the Capital Program, and County revenue and expenditure leases. The



department has also assumed responsibility for managing capital projects for the Social Services Agency. Although Project Manager staffing (funded by projects) was increased to meet this new assignment, there were no corresponding fiscal and/or administrative personnel increases. Staff has also been innovative in the pursuit of grant funded opportunities for Energy and Capital programs, but as grant applications require cost data as part of the application, projected return on investment, and break even analysis, the workload for the Fiscal group has increased. In addition, the department is now required to present information related to fair-market value and net present value of tenant improvements when new leases are considered. Overall, the financial reporting workload for the Fiscal division has increased while staffing levels have remained static. The Financial Analyst position will focus on reporting and data extraction from the department's many distinct financial information sources and will present the data to managers in an effort to allow the department to better monitor trends, adjust budgets, and recommend operating division adjustments.

Positions Added: 1.0 FTE
Ongoing Cost: \$106,234
One-time savings: \$17,706

2 months salary savings reflecting time for recruitment

↑ Add Associate Real Estate Agent Position

Recommended Action: Add 1.0 FTE Associate Real Estate Agent position to the Facilities Planning, Real Estate, and Energy Division.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The addition of an Associate Real Estate Agent will enable the department to better respond to the needs of County departments. This unit is responsible for all aspects of County real estate assets with the exception of economic development opportunities managed by the County Executive's Office, Parks and Recreation, and the Roads Department. In past years, the department had reduced a position to meet reduction targets, and this new position will allow the department

to better serve County departments and to respond to routine property acquisition requests in addition to managing costs and impacts of tenant occupancy. Just as the County real estate portfolio has increased, reporting on fair market value and using brokers based on a rotating list have also contributed to an increased workload.

This position will better support leases, licenses, easements, and manage relationships between the client departments and landlords. It will also help the department to develop bench strength and provide the bandwidth to meet the Board's desire for better information on real estate transactions.

Positions Added: 1.0 FTE

Ongoing Cost: \$121,570

One-time savings: \$20,262

2 months salary savings reflecting time for recruitment

↑ Increase Preventative Maintenance Frequencies

Recommended Action: Add \$885,158 in preventative maintenance resources to support increasing preventative maintenance frequencies from semi-annual to quarterly for heating, ventilation, and air conditioning (HVAC) equipment.

Service Impact: Increased preventative maintenance resources will decrease the frequency of premature failure of HVAC systems as they are better maintained. In past years, the department made reductions to meet reduction targets, and the reduced maintenance frequency has caused premature failure of systems. This type of failure increases cost and disrupts County services. An increased investment in our infrastructure is important to prevent more frequent premature failures and impacts to County services.

Ongoing Cost: \$885,158

● Add Resources for Mandatory Fire System Inspections

Recommended Action: Add \$386,048 in resources to support the new requirement for mandatory annual inspections of 100 percent of the fire door assemblies.

Service Impact: This will allow the County to comply with emerging code requirements. The County currently has over 400 active buildings throughout the County. The code requires mandatory annual inspections of each fire door, which number hundreds and thousands at some County facilities.

Ongoing Cost: \$386,048

● Add Building Operations On-Call Pay

Recommended Action: Increase appropriations for salaries and benefits by \$42,900 on an ongoing basis to support current Building Trades Council (BTC) contract for on-call week-day pay.

Service Impact: This action provides the department with the necessary resources to support current Building Trades Council (BTC) contract for on-call week-day pay. As a result of the new contract, department management has the ability to designate a weekday on-call list of trades personnel and therefore the ability to better guarantee a timely response to building system emergencies that occur after hours during the week.

Ongoing Cost: \$42,900

↑ Recognize Revenue From Sale of Property

Recommended Action: Recognize revenue resulting from the anticipated sale of 7350 Rosanna Street to the City of Gilroy that plans to construct a multi story parking garage to support the adjacent Gilroy City Hall and Library.

Service Impact: The Social Services Agency is relocating to the County's San Martin campus, which is a more centralized location to serve their client population. Funding for repairs and improvements prior to occupancy was approved by the Board as part of the FY 2014 Mid-Year Budget Review.

One-time Revenue: \$496,000

↑ Add Two Work Vehicles

Recommended Action: Add two additional work vehicles with \$9,624 in ongoing expenses for operating costs for the vehicles and a one-time expense of \$40,000 for the purchase of the vehicles.

Service Impact: This action will increase productivity by allowing staff to reduce wait time and to more quickly respond to work orders and emergencies. Past budget reductions reduced department vehicles by 40 percent, which has resulted in productivity losses among the staff. One new vehicle would be shared by the Logistics work center Plumber and Electrician, and one vehicle would be shared by the Senior Warehouse Materials Handler and the Facility Parts Coordinator.

Ongoing Cost: \$9,624
One-time Cost: \$40,000

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources.

One-time Savings: \$65,150

Fiscal Year 2015 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2015 Capital Budget in September 2013 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 2014 to establish funding priorities. These priorities will be agendized for the Finance and Government Operations Committee meeting on May 8, 2014.

County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$25,400,000 and a one-time Justice Training Center Fund allocation of \$682,000 for FY 2015 capital projects. \$4,400,000 of the General Fund portion will come from Measure A revenue to fund design of a new Emergency Room at the Santa Clara Valley Medical Center.

Administration is recommending funding for FAF Capital Programs staff to finish the design of the Elmwood M-1 Sundeck. In addition, FAF Capital Programs staff currently have design funding to complete the design of a project to harden cells in Main Jail North 4 and 5. However, construction funds for both projects have not yet been identified.

FY 2015 Recommended Capital Projects

New General-Funded Projects	Amount
FY 2015 Backlog Maintenance	\$5,000,000
FY 2016 Capital Planning	\$300,000
FY 2015 Energy Conservation	\$500,000
County Communications Center Workstation Replacement	\$1,600,000
County Communications Center Waterless Fire Suppression System	\$1,600,000
Air Compressor for the Crime Lab	\$350,000
Finish design of Elmwood M-1 Sundeck	\$463,100
Furniture, fixtures, and equipment for new Downtown Medical Clinic	\$6,684,000
Funding for 100% Renewable Energy Project at County Government Center	\$1,600,000
Additional Funding to Complete James Ranch Kitchen and Gymnasium project	\$1,086,000
Reserve for Department Remodel Needs	\$1,816,900
Subtotal of General-Funded Projects	\$21,000,000
HVAC System at Harold Holden Center funded by Justice Training Center Fund	\$682,000
SCVMC Emergency Room Predesign/Design funded by Measure A	\$4,400,000
Renovation of Downtown Mental Health Reception area funded by Mental Health Services Act (MHSA)	\$277,000
Total of FY 2015 Recommended Capital Projects	\$26,359,000

The design of the project to harden Main Jail North 4 and 5 will prepare it for construction that will provide more maximum-security beds in Main Jail North while also replacing the windows in certain cells. This plan will increase maximum security housing by 92 beds, which is very important as the population changes and given the impacts of Public Safety Realignment.

The need for the Elmwood M-1 Sundeck project is described within the narrative for the Recommended Capital Budget.

Should funding become available during FY 2015, the Administration will recommend consideration of construction funding for these important projects at Main Jail and Elmwood, which will help the County to better manage the populations at the jails and to fulfill the security needs of the current population. These two projects are estimated to total at least \$18 million in cost.

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.

Emerging Capital Funding needs

Although the departments identified many capital needs, insufficient one-time resources were available to satisfy each of the high priority projects. The



As it will be presented at the Finance and Government Operations Committee on May 8, 2014, while there is a list of only \$50.2 million in unfunded Backlog projects, there is an estimated backlog of well over \$500 million in deferred maintenance on the County's General Fund facilities.

The following list of Backlog projects and cost estimates are preliminary. However, if during FY 2015, equipment or structures fail unexpectedly, such failures will take precedence over certain projects on this list.

FY 2015 General Fund – Backlog/Deferred Maintenance Projects

Project Description	Budget
Replace Elmwood Barracks 8/9 Windows	\$80,000
Repave Elmwood Perimeter Fence Road, Phase 1	\$500,000
Repair Elmwood Barracks 14 and 15	\$600,000
Repair Elmwood M8 Cell Door Controls	\$200,000
Repair Elmwood W2 Restroom Registers	\$20,000
Repair Elmwood M4/M5 Cell Door Controls	\$200,000
Repair Elmwood Gas Lines Admin Area	\$200,000
Replace Elmwood Embedded Grilles w/Accessible Grilles	\$40,000
Replace MJN/MJS Embedded Grilles with Accessible Grilles	\$60,000
Replace MJN Fire Panel	\$255,000
Repair MJN Inmate Processing Built-in Cabinets & Flooring	\$150,000
Facility Condition Assessment FY15	\$150,000
Repairs to Court Facilities	\$150,000
Repair Isaac Newton Senter Fabric walls and Re-stain Wood Walls	\$60,000
Recarpet Isaac Newton Senter	\$40,000
Repaint East Wing 9th Floor	\$100,000
Recarpet East Wing 9th Floor	\$200,000
Install County Comm Continuum EMS System	\$275,000
Install Separate HVAC Unit at County Comm Vault	\$80,000
Reseal 840 Guadalupe Admin Building Windows	\$40,000
Repair Building 800 Roof	\$200,000
Replace Timpany HVAC Controls	\$250,000
Reseal Employee Main Parking Lot	\$400,000
Repair Charcot Parking Lot	\$250,000
Reseal Civic Center Garage Traffic Coating	\$150,000
Repave Animal Shelter Road and Parking Lot	\$100,000
Replace Berger 1 Skylights	\$250,000
Total	\$5,000,000

FY 2016 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 Finance and Government Operations Committee, and prepare Five-Year Capital Planning documents. This project allocates funds for reimbursement of staff time.

One-time cost: \$300,000

FY 2015 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 energy conservation projects. This will result in the audit of financially viable energy and water conservation projects before implementation is considered.

One-time cost: \$500,000

County Communications Center Workstation Replacement

This recommendation provides one-time funding for the design and build of dispatcher workstation furniture and track/task lighting in dispatch operations and training areas at the County Communications Center. The current dispatch furniture equipment is in need of replacement to better accommodate and support newer and multiple IT-based systems to provide call answering and dispatching services. The project will also allow for improved ergonomic work areas that hopefully will help to improve morale, recruitment, and retention efforts. This funding will allow for the replacement of furniture for 28 dispatch positions, 22 in Dispatch Operations and 6 in Training. It will also

provide for new track and task lighting used to illuminate work spaces. This investment is necessary for dispatch services in this 24/7 operation.

One-time cost: \$1,600,000

County Communications Center Waterless Fire Suppression System

This recommendation provides one-time funding for the design and build of a waterless fire suppression system in two County Communications facilities (the main building and the receiver vault building). Currently, the County Communications Center main building has the minimum required water-based (wet and pre-action) fire suppression system, and the receiver vault building has no automatic fire suppression system.

This recommendation will improve the fire suppression system, which is needed to better protect the facility's critical systems and equipment from damage that could occur with deployment of the current water-based extinguisher system.

One-time cost: \$1,600,000

Crime Lab Air Compressor Upgrade

This recommendation will fund the design and build of a new air compressor for the Crime Lab. Additional air compressor capacity is necessary for all of the functions of the Crime Lab and to allow the shutdown of the existing air compressor for preventative maintenance and repairs without compromising the ability to meet demand.

One-time cost: \$350,000

Design Completion of Elmwood M-1 Sundeck

This recommendation will allow Capital Programs staff to finish the design of the Elmwood M-1 Sundeck project in anticipation of future funding availability which will allow for its construction.

The Elmwood M-1 Sundeck design is necessary to prepare a project for construction that will help to reduce the shortage of medium-security inmate beds. Construction of the Elmwood M-1 Sundeck will also help to provide much needed medical management beds, which are in high demand.

One-time cost: \$463,100

Furniture, Fixtures, and Equipment for the Downtown Medical Clinic

This recommendation is necessary to acquire the furniture, fixtures and equipment (FF&E) for the Clinic being built with voter-approved bond proceeds. Since this is a bond-funded project, none of the bond proceeds can be used for these items, they must be funded through the General Fund. At this point, the clinic is expected to be completed in the fall of 2015, but the FF&E will need to be ordered roughly six months in advance of the completion of the project.

One-time cost: \$6,684,000

Funding for 100% Renewable Energy Project at County Government Center

This recommendation will provide partial funding to a project that will allow the County to reduce electricity usage at the County Government Center (CGC) by an estimated 35 percent and natural gas usage by an estimated 10 percent annually. The 35 percent electricity usage reduction represents the third component of the three phase process to achieving the 100 percent renewable electricity usage at the CGC.

The Administration will return to the Board early in FY 2015 with a recommendation to reallocate funds from other projects to provide the remaining funding to this project so that the full benefit of the project can be realized.

One-time cost: \$1,600,000

Additional Funding to Complete James Ranch Kitchen and Gymnasium Project

This recommendation will provide additional project budget to meet the current project cost estimate. Since construction funds were allocated to this project in FY 2013 and FY 2014, the project budget has grown beyond preliminary estimates for several reasons, including scope increase to add a kitchen and an improved gymnasium, scope change to increase the bed count from 84 to 108, related consultant cost increases, and estimated increases in construction material prices and labor rates. The Administration will recommend reallocation of funds from other projects prior to the June Budget Hearing, and this one-time allocation will complete the project budget.

One-time cost: \$1,086,000



Reserve for Department Remodel Needs

This recommendation will establish a reserve for furniture and floor reconfiguration for several departments. A number of departments requested capital resources to purchase new furniture, reconfigure their floor and/or office space. Within the first quarter of FY 2015, the County Executive's Office will meet with Facilities and Fleet Capital staff to develop a workplan to prioritize these projects for FY 2015. Consideration will be given as to the Civic Center Master Plan and the surveys that are being conducted to ascertain the space and location needs of various departments to ensure that the funding is well utilized.

This reserve will allow for the Department of Planning and Development, as part of their Transformation and Modernization project, to move forward with remodeling the existing customer counter to centralize reception services with the proposed Central Permitting Office and create customer service work stations that allow cross-functional teams to work with customers on application intake and processing. The proposed remodel also extends to staff work areas to facilitate cross-functional, team-oriented permit processing between Building, Planning, Engineering, Code Enforcement, Fire, Environmental Health and Roads.

As the Office of Pretrial Services prepares to move to office space at the County's Charcot facility, this reserve will fund the District Attorney's Office move into vacated office space in the West Wing of 70 West Hedding.

The reserve will also allow the Finance Agency to eventually move staff from the Tax Collector's Office to the Controller's Office. The programmatic move of these staff is included in the County Executive's recommendations for these departments. In addition, it will allow Capital staff to begin pre-design and design work on a reconfiguration of space for the Department of Revenue to improve their space and the set-up for their interaction with the public.

The reserve will also allow the pre-design and design for other offices who have expressed a need for reconfigurations once the Administration has had an opportunity to fully assess the merits of each proposal.

One-time cost: \$1,816,900

Harold Holden Center HVAC project

This recommendation will utilize an allocation from the Justice Training Center Fund and provide for the pre-design, design, and construction of a Heating, Ventilation, and Air Conditioning (HVAC) system for the gymnasium at the Harold Holden Justice Training Center, which is a collaboration between the Probation Department and the Sheriff's Office. The gymnasium is utilized throughout the year by both agencies to conduct a wide variety trainings so that the Probation Department can maintain STC compliance and the Sheriff's Office can maintain POST compliance. The addition of a HVAC system will reduce the increased risk of heat illness as the outside temperature can be around 100 degrees in the summer.

One-time cost: \$682,000

This capital project is recommended to be funded by the Justice Training Center Fund.

SCVMC Emergency Room Predesign and Design

This recommendation will fund the pre-design and design of an expanded and redesigned Emergency Room for SCVMC. The Emergency Department (ED) at SCVMC is the busiest ED in Santa Clara County with approximately 75,000 patient visits per year. As Capital staff prepares for completion of Bed Building 1 as part of the Seismic Safety Project, this funding will help to support the design and eventually the construction of an expanded, redesigned state of the art Emergency Department for SCVMC. This proposed project will increase the current capacity of the Emergency Department from 24 beds to at least 40 beds, which will help to rebalance the ED capacity at SCVMC.

One-time cost: \$4,400,000

This capital project is recommended to be funded by Measure A funds.

Renovation of Downtown Mental Health Reception Area

This recommendation proposes to utilize \$277,000 in one-time Mental Health Services Act (MHSA) funding to pay for the renovation of the Downtown Mental Health lobby area. The reception area is outdated and contains a large, built-in, elevated reception desk. The renovation will create a more welcoming environment for clients and allow Health Services Representatives to work across the desk from patients while better utilizing this space.

One-time cost: \$277,000

This capital project is recommended to be funded by Mental Health Services Act (MHSA) funds.

Facilities Department— Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2309	FAC Utilities Fund 0001	\$ 14,117,164	\$ 14,583,198	\$ 14,618,832	\$ 14,619,453	\$ 36,255	0.2%
2315	Court Facility Payments Fund 0001	4,447,700	4,459,826	8,956,071	8,956,071	4,496,245	100.8%
026301	Facilities Admin Fund 0001	2,227,940	1,183,992	2,648,400	2,799,138	1,615,146	136.4%
026302	Capital Programs Division	41,112,262	62,377,234	0	51,762,139	(10,615,095)	-17.0%
026303	Property Management Fund 0001	2,896,122	2,350,522	1,234,216	1,336,107	(1,014,415)	-43.2%
026304	Building Operations-Fund 0001	19,351,595	21,560,968	21,579,503	22,964,861	1,403,893	6.5%
Total Net Expenditures		\$ 84,152,783	\$ 106,515,739	\$ 49,037,021	\$ 102,437,768	\$ (4,077,971)	-3.8%

Facilities Department— Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2309	FAC Utilities Fund 0001	\$ 14,124,934	\$ 14,718,448	\$ 14,626,832	\$ 14,627,453	\$ (90,995)	-0.6%
2315	Court Facility Payments Fund 0001	4,447,700	4,459,826	8,956,071	8,956,071	4,496,245	100.8%
026301	Facilities Admin Fund 0001	3,402,421	3,321,157	3,637,736	3,788,474	467,317	14.1%
026302	Capital Programs Division	43,358,169	64,714,435	2,805,837	54,567,976	(10,146,459)	-15.7%
026303	Property Management Fund 0001	43,795,844	44,627,133	40,955,921	41,057,812	(3,569,321)	-8.0%
026304	Building Operations-Fund 0001	23,957,133	24,722,193	26,199,685	27,585,043	2,862,850	11.6%
Total Gross Expenditures		\$ 133,086,201	\$ 156,563,192	\$ 97,182,082	\$ 150,582,829	\$ (5,980,363)	-3.8%

Facilities Department— Budget Unit 263 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 23,255,389	\$ 26,152,652	\$ 27,927,432	\$ 28,160,168	\$ 2,007,516	7.7%
Services And Supplies	65,224,206	66,750,604	67,829,686	69,238,697	2,488,093	3.7%
Other Charges	26,628	—	—	—	—	—
Fixed Assets	15,981,669	32,300,000	—	26,359,000	(5,941,000)	-18.4%
Operating/Equity Transfers	28,598,309	31,359,936	1,424,964	26,824,964	(4,534,972)	-14.5%
Total Gross Expenditures	\$ 133,086,201	\$ 156,563,192	\$ 97,182,082	\$ 150,582,829	\$ (5,980,363)	-3.8%
Expenditure Transfers	(48,933,418)	(50,047,453)	(48,145,061)	(48,145,061)	1,902,392	-3.8%
Total Net Expenditures	\$ 84,152,783	\$ 106,515,739	\$ 49,037,021	\$ 102,437,768	\$ (4,077,971)	-3.8%



Facilities Department— Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2309	FAC Utilities Fund 0001	\$ 1,587,156	\$ 1,521,896	\$ 1,721,520	\$ 1,740,896	\$ 219,000	14.4%
026301	Facilities Admin Fund 0001	431,343	700,934	29,825	29,825	(671,109)	-95.7%
026302	Capital Programs Division	33,771,846	32,347,294	4,127	26,363,127	(5,984,167)	-18.5%
026303	Property Management Fund 0001	2,546,990	2,211,692	2,233,265	2,729,265	517,572	23.4%
026304	Building Operations-Fund 0001	7,314	100,000	495,012	540,786	440,786	440.8%
Total Revenues		\$ 38,344,650	\$ 36,881,816	\$ 4,483,748	\$ 31,403,898	\$ (5,477,918)	-14.9%

Facilities Department— Budget Unit 263 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 1,663,269	\$ 1,650,127	\$ 1,694,950	\$ 1,694,950	\$ 44,823	2.7%
Other Financing Sources	31,166,306	35,206,689	2,763,798	29,683,948	(5,522,741)	-15.7%
Revenue From Use Of Money/Property	295,033	25,000	25,000	25,000	—	—
Revenue From Other Government Agencies	5,220,042	—	—	—	—	—
Total Revenues	\$ 38,344,650	\$ 36,881,816	\$ 4,483,748	\$ 31,403,898	\$ (5,477,918)	-14.9%

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 2014 Approved Budget	4.0	\$ 14,583,198	\$ 1,521,896
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	42,631	—
IntraCounty Adjustments	—	(133,265)	199,624
Other Adjustments	—	126,268	—
Subtotal (Current Level Budget)	4.0	\$ 14,618,832	\$ 1,721,520
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 621	\$ 19,376
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 621	\$ 19,376
Recommended Budget	4.0	\$ 14,619,453	\$ 1,740,896



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 2014 Approved Budget	—	\$ 4,459,826	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	4,496,245	—
Subtotal (Current Level Budget)	—	\$ 8,956,071	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 8,956,071	\$ —

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 2014 Approved Budget	25.0	\$ 1,183,992	\$ 700,934
Board Approved Adjustments During FY 2014	—	(92,335)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	181,656	—
IntraCounty Adjustments	—	232,653	(658,214)
Other Adjustments	—	1,142,434	(12,895)
Subtotal (Current Level Budget)	25.0	\$ 2,648,400	\$ 29,825
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 62,210	\$ —
Decision Packages			
Add Financial Analyst Position	1.0	88,528	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 150,738	\$ —
Recommended Budget	26.0	\$ 2,799,138	\$ 29,825



Capital Programs Division — Cost Center 026302

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	14.0	\$ 30,077,234	\$ 43,167
Board Approved Adjustments During FY 2014	—	90,112	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	65,680	—
IntraCounty Adjustments	—	(29,763,099)	—
Other Adjustments	—	(469,927)	(43,167)
Subtotal (Current Level Budget)	14.0	\$ 0	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 25,403,139	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 25,403,139	\$ —
Recommended Budget	14.0	\$ 25,403,139	\$ —

0050-General Capital Improvements (Fund Number 0050)

Current Level Budget			
FY 2014 Approved Budget	—	\$ 32,300,000	\$ 32,304,127
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(32,300,000)
Other Adjustments	—	(32,300,000)	—
Subtotal (Current Level Budget)	—	\$ —	\$ 4,127
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ 26,359,000
Decision Packages			
Information Technology			
Capital			
FY15 Project Budget, BU 0263	—	26,359,000	—
Subtotal (Recommended Changes)	—	\$ 26,359,000	\$ 26,359,000
Recommended Budget	—	\$ 26,359,000	\$ 26,363,127

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 2014 Approved Budget	3.0	\$ 2,350,522	\$ 2,211,692
Board Approved Adjustments During FY 2014	—	10,000	—
Cost to Maintain Current Program Services			



Property Management Fund 0001 — Cost Center 026303
Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	1.0	222,995	—
IntraCounty Adjustments	—	2,639,757	—
Other Adjustments	—	(3,989,058)	21,572
Subtotal (Current Level Budget)	4.0	\$ 1,234,216	\$ 2,233,265

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 583	\$ —
Decision Packages			
Add Associate Real Estate Agent Position	1.0	101,308	—
Recognize Revenue From Sale of Property	—	—	496,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 101,891	\$ 496,000
Recommended Budget	5.0	\$ 1,336,107	\$ 2,729,265

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 2014 Approved Budget	173.0	\$ 21,560,968	\$ 100,000
Board Approved Adjustments During FY 2014	—	21,089	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,342,697	—
IntraCounty Adjustments	—	203,479	393,440
Other Adjustments	—	(1,548,730)	1,572
Subtotal (Current Level Budget)	172.0	\$ 21,579,503	\$ 495,012

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 31,252	\$ 45,774
Decision Packages			
Increase Preventative Maintenance Frequencies	—	885,158	—
Add Resources for Mandatory Fire System Inspections	—	386,048	—
Add Building Operations On-Call Pay	—	42,900	—
Add Two Work Vehicles	—	40,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,385,358	\$ 45,774
Recommended Budget	172.0	\$ 22,964,861	\$ 540,786



Fleet Services— Budget Unit 135 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,080,417	\$ (85,500)	\$ —	\$ —	85,500	-100.0%
2321	Fleet Operating Fund 0070	17,493,112	21,123,585	20,341,198	20,347,881	(775,704)	-3.7%
Total Net Expenditures		\$ 20,573,529	\$ 21,038,085	\$ 20,341,198	\$ 20,347,881	\$ (690,204)	-3.3%

Fleet Services— Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,118,421	\$ —	\$ —	\$ —	—	—
2321	Fleet Operating Fund 0070	17,493,112	21,123,585	20,341,198	20,347,881	(775,704)	-3.7%
Total Gross Expenditures		\$ 20,611,533	\$ 21,123,585	\$ 20,341,198	\$ 20,347,881	\$ (775,704)	-3.7%

Fleet Services— Budget Unit 135 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 5,262,632	\$ 5,730,099	\$ 6,075,340	\$ 6,075,340	\$ 345,241	6.0%
Services And Supplies	10,823,957	11,859,085	11,856,330	11,863,013	3,928	0.0%
Fixed Assets	1,704,421	—	—	—	—	—
Operating/Equity Transfers	2,820,522	3,500,000	2,375,127	2,375,127	(1,124,873)	-32.1%
Reserves	—	34,401	34,401	34,401	—	—
Total Gross Expenditures	\$ 20,611,533	\$ 21,123,585	\$ 20,341,198	\$ 20,347,881	\$ (775,704)	-3.7%
Expenditure Transfers	(38,004)	(85,500)	—	—	85,500	-100.0%
Total Net Expenditures	\$ 20,573,529	\$ 21,038,085	\$ 20,341,198	\$ 20,347,881	\$ (690,204)	-3.3%

Fleet Services— Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,478,335	\$ 3,550,000	\$ 2,425,127	\$ 2,425,127	\$ (1,124,873)	-31.7%
2321	Fleet Operating Fund 0070	16,739,018	19,080,200	19,754,045	19,763,669	683,469	3.6%
Total Revenues		\$ 20,217,353	\$ 22,630,200	\$ 22,179,172	\$ 22,188,796	\$ (441,404)	-2.0%



Fleet Services— Budget Unit 135

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 67,615	\$ 70,000	\$ 70,000	\$ 70,000	\$ —	—
Other Financing Sources	4,345,429	4,435,000	3,160,127	3,160,127	(1,274,873)	-28.7%
Revenue From Other Government Agencies	46,968	—	—	—	—	—
Aid From Government Agencies - Federal	7,465	—	—	—	—	—
Charges For Services	15,749,877	18,125,200	18,949,045	18,958,669	833,469	4.6%
Total Revenues	\$ 20,217,353	\$ 22,630,200	\$ 22,179,172	\$ 22,188,796	\$ (441,404)	-2.0%

Fleet Management Capital Fund 0073 — Cost Center 2320

Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ (85,500)	\$ 3,550,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	85,500	(1,124,873)
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 2,425,127
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 2,425,127

Fleet Operating Fund 0070 — Cost Center 2321

Major Changes to the Budget

	Positions	Appropriations	Revenues
Fleet Operating Fund (Fund Number 0070)			
Current Level Budget			
FY 2014 Approved Budget	52.0	\$ 21,123,585	\$ 19,080,200
Board Approved Adjustments During FY 2014	—	(11,482)	5,776
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	356,723	—
IntraCounty Adjustments	—	(1,127,628)	1,418,069
Other Adjustments	—	—	(750,000)
Subtotal (Current Level Budget)	52.0	\$ 20,341,198	\$ 19,754,045

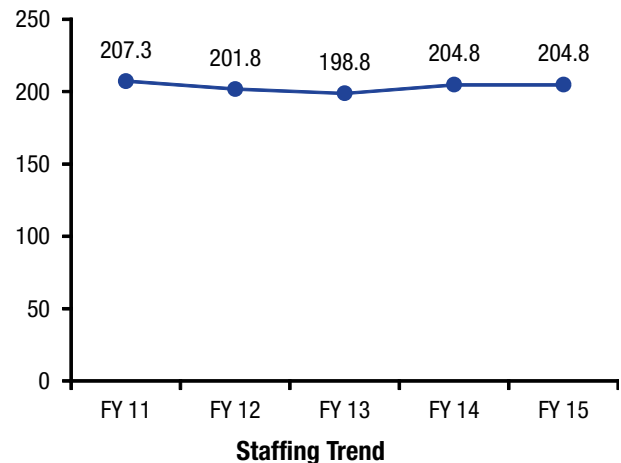
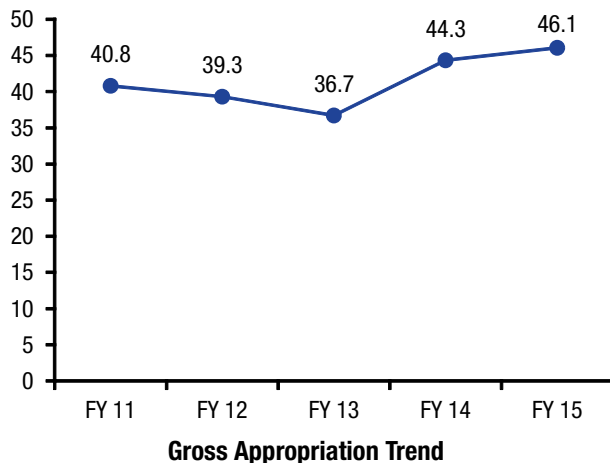
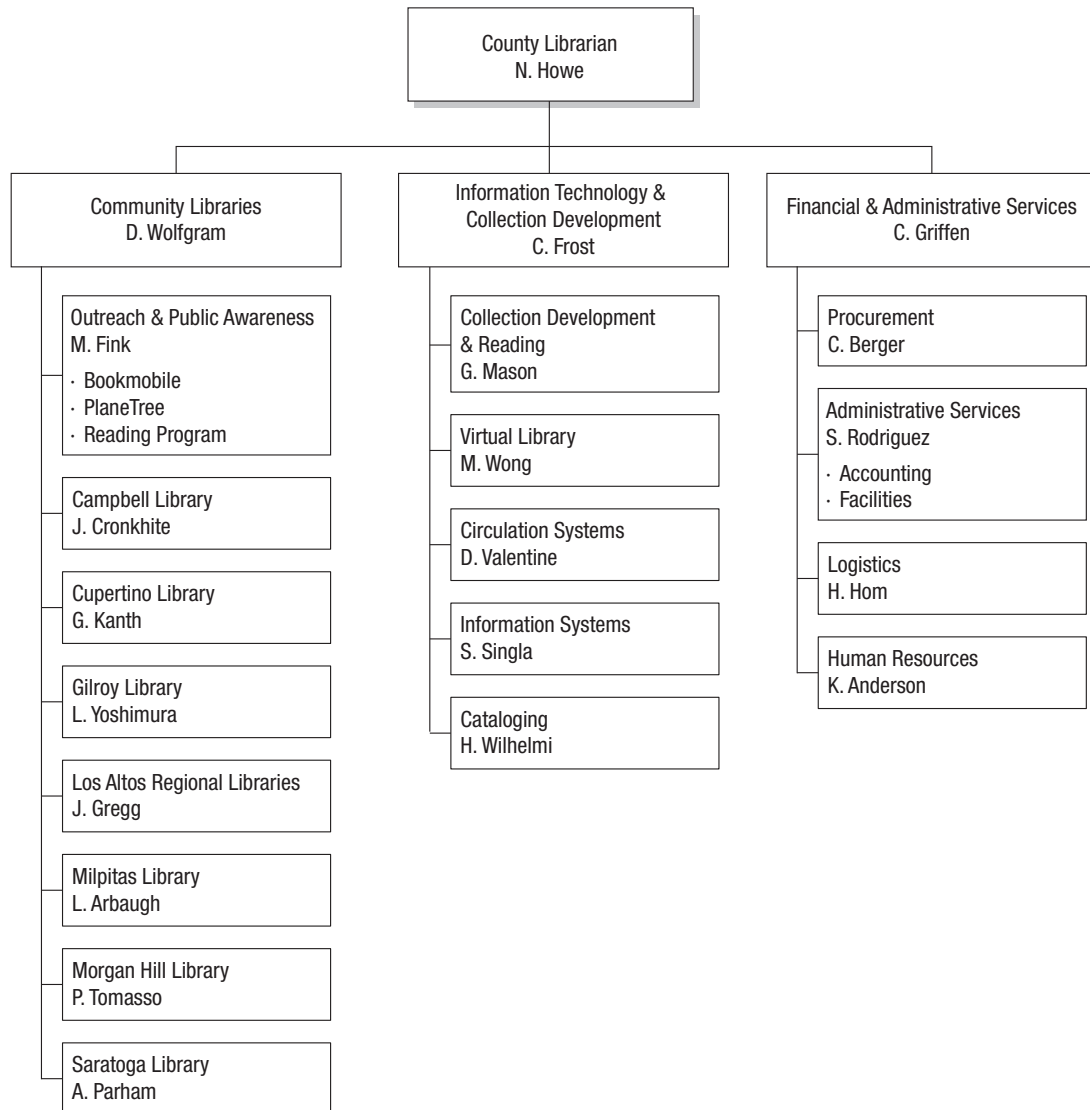


Fleet Operating Fund 0070 — Cost Center 2321
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 6,683	\$ 9,624
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 6,683	\$ 9,624
Recommended Budget	52.0	\$ 20,347,881	\$ 19,763,669



County Library District



Section 1: Finance and Government



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 412,732 residents in the unincorporated regions of the County and the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill and Saratoga. SCCLD is a dependent special district governed by a Joint Powers Authority (JPA) comprised of representatives of each of these nine cities and two representatives from the Board of Supervisors. The County serves as the fiscal agent and all staff members are County employees.

SCCLD has been consistently rated as one of the top 100 libraries in the United States. For the past 12 years, SCCLD has been ranked as one of the best public libraries in the nation for its size by Hennen's American Public Library Ratings, based on 15 different categories including library collections, circulation, visits and customer service. In addition, SCCLD was awarded a five-star rating and ranked fourth among large libraries in the United States in the Library Journal Index of Public Library Service in 2013. Libraries were grouped by annual expenditures and rated according to the number of library visits, circulation, program attendance and public Internet use. Among public libraries in this category, SCCLD was one of only five institutions in the nation to earn a five-star rating.

As of January 2014, there were 213,503 registered borrowers, of whom 182,080 were District residents. Over the last year, cardholders borrowed over 9.7 million items from the Library's comprehensive collection of print, audio, visual and electronic materials. There were more than 3.2 million visits to the District's seven community libraries and one branch library, an increase of 100,000 from the previous year, making SCCLD one of the most-used public resources in the region. In addition, there were approximately 3.3 million unique visits to the Library District's web site, sccl.org, a 60% increase from the previous year. Moreover, the District's community libraries offered almost 5,000 programs for children, teens, adults and families that were attended by 190,000 people.

An independent study conducted in 2013 revealed that SCCLD provided local residents with an annual return on investment of almost 400%. Researchers calculated that for every dollar spent by the Library District, the community received between \$2.50 and \$5.17 in direct

benefits; accordingly, District Library services were valued between \$83 and \$171 million in direct annual benefits to the community.

Library services are provided to the public through seven community libraries located in Campbell, Cupertino, Gilroy, Los Altos, Milpitas, Morgan Hill and Saratoga, a branch library in Los Altos, 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 Library in Los Altos has been remodeled. The Services and Support Center for the Santa Clara County Library District is located in Campbell and provides a number of services including a virtual library, technical services, information technology, collection development, programming and outreach support, administration, and a central warehouse.

Three District-wide services include the Bookmobile, 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 books, DVDs, CDs and other materials to locations isolated by geography or other circumstances such as the rural South County, the mountains, nursing homes and migrant camps. The Reading Program, housed in the Gilroy Library but serving the entire district, teaches low-literacy adults basic reading, writing, math and computer skills for free. Tutors and learners meet 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

Shift to Local Funding

The County Library District's revenues are expected to grow modestly allowing for maintenance of current service levels. Since the elimination of the State's reimbursement for public library resource sharing in 2011, the Library District has struggled to meet current demands through local revenue sources, primarily property tax. Additionally, County Library District residents voted to extend the special tax for the next 20 years, thus ensuring the continuation of \$5 to \$6 million per year (18% of total revenue) for hours and materials. There continues to be a growing disparity between the level and quality of services among library jurisdictions across the State.

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.

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.



County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Purchase Fixed Assets	↑	The fixed asset purchases of automated materials handling equipment, self-vending 24-hour library units, E-reader devices, group work stations, and digital media lab will improve services provided to library patrons.	—	—	—
Modify Staff Resources in Library Administration	↑	The addition of the 0.5 FTE Buyer I and 0.5 FTE Janitor will allow the Library to meet the increasing procurement and custodial demands. The deletion of the 1.0 FTE Human Resources Assistant II position is the result of full implementation of online timekeeping.	—	(\$17,999)	(\$63,177)
Replace Vehicle	●	This action will replace a 1999 box truck with high mileage.	—	—	\$70,000
Modify Staff Resources for Bookmobile	↑	The addition of 1.0 FTE Supervising Librarian and the deletion of 1.0 FTE Librarian II will allow the Library to increase its focus on outreach activities and connecting with library users outside of its buildings, such as reaching out to unincorporated areas.	—	\$7,162	—
Modify Staff Resources in Technical Services	↑	The addition of 1.0 FTE Supervising Librarian and the deletion of 1.0 FTE Librarian II is needed for the migration to a new Integrated Library System software that will fully integrate e-books and other digital materials into the library's database.	—	\$7,162	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Purchase Fixed Assets

Recommended Action: Allocate one-time funding of \$3,299,625 for the purchase of fixed assets, offset by reduction in Technology Reserve.

Service Impact: Below is the summary of the fixed asset purchases:

FY 2015 Fixed Assets

Item	Amount
Automated Materials Handling Equipment: Equipment will be replaced.	\$2,994,444
Self-Vending 24-Hour Library Units: Provide the ability to loan materials or dispense holds to patrons 24 hours/day.	\$150,000
E-Reader Devices: Pilot to lend e-reader devices pre-loaded with e-books.	\$120,081
Group Work Stations: Allow patrons to collaborate and will included large monitors and devices for multiple laptops to plug in and display.	\$16,600
Digital Media Lab: Allow patrons to access software and hardware to create digital media such as videos, music, podcasts, images, e-books, websites, animation, and more.	\$18,500
Total Fixed Assets	\$3,299,625

One-time Net Cost: \$0

One-time cost of \$3,299,625 offset by reduction in Technology Reserve



↑ Modify Staff Resources in Library Administration

Recommended Action: Add 0.5 FTE Janitor and 0.5 FTE Buyer I, delete 1.0 FTE Human Resources Assistant II.

Service Impact: This action will realign staffing levels to better meet the needs of the Library's patrons. The addition of the 0.5 FTE Buyer I and 0.5 FTE Janitor will allow the Library to meet the increasing procurement and custodial demands. The 1.0 FTE Human Resources Assistant II position is deleted as a result of the full implementation of online timekeeping.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE
Positions Deleted: 1.0 FTE

Ongoing Net Savings: \$17,999

Cost of added positions: \$84,236
Savings from deleted positions: \$102,235

One-time Savings: \$63,177

9 months of salary savings as positions will not be filled until April 2015

● Replace Vehicle

Recommended Action: Allocate one-time funding of \$70,000 for the replacement of a box truck.

Service Impact: This action will replace a 1999 box truck with high mileage.

One-time Cost: \$70,000

↑ Modify Staff Resources for Bookmobile

Recommended Action: Add 1.0 FTE Supervising Librarian and delete 1.0 FTE Librarian II.

Service Impact: This action will allow the Library to increase its focus on outreach activities and connecting with library users outside of its buildings, such as reaching out to unincorporated areas. These activities require supervision and planning for the Bookmobile. The unit currently has a Librarian II serving in a lead capacity but does not have a supervisor. All employees currently report directly to a Library Services Manager. The growing responsibilities of the unit are not appropriate to assign to the incumbent Librarian II and should be under the duties of a Supervising Librarian. These additional duties include participating and

assisting in making decisions regarding system and program policies; planning, developing, organizing, conducting, publicizing and evaluating appropriate programs; and assisting in the preparation of the annual budget for the County Library, including allocating and monitoring spending for programs. The additional cost for the addition of a Supervising Librarian and deletion of a Librarian II will be offset by a reduction in extra help expenditures in Library Administration.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE
Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$7,162

Cost of Added Positions: \$130,731
Savings from Deleted Positions: \$123,569

↑ Modify Staff Resources in Technical Services

Recommended Action: Add 1.0 FTE Supervising Librarian and delete 1.0 FTE Librarian II.

Service Impact: The Library District is preparing to migrate to a new Integrated Library System software that will fully integrate e-books and other digital materials into the library's database. In order to provide the appropriate level of staffing, supervision, support, responsibility, and accountability for the upcoming migration, a Supervising Librarian position is needed to replace the existing Librarian II Lead position. The additional responsibilities are not appropriate to assign to the incumbent Librarian II and should be under the duties of a Supervising Librarian. These additional duties include participating and assisting in making decisions regarding system and program policies; serving as a representative of the Library in providing information to computerized catalog systems to ensure compatibility; and coordinating the Integrated Library System with circulation and information system staff and developing procedures for use in all outlets. In addition, the creation of a Supervising Librarian will provide direct supervision for several clerical and professional staff who currently report to the Deputy County Librarian. The additional cost for the addition of

a Supervising Librarian and deletion of a Librarian II will be offset by a reduction in extra help expenditures in Technical Services.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE

Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$7,162

Cost of Added Positions: \$130,731

Savings of Deleted Positions: \$123,569

County Library Headquarters— Budget Unit 610
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5556	Library Admin Fund 0025	\$ 14,603,493	\$ 21,937,765	\$ 23,494,694	\$ 20,197,246	\$ (1,740,519)	-7.9%
5559	Cupertino Library Fund 0025	3,163,891	3,606,584	3,767,104	3,771,816	165,232	4.6%
5560	Campbell Library Fund 0025	1,727,707	1,955,382	2,044,616	2,047,296	91,914	4.7%
5562	Los Altos Library Fund 0025	3,051,601	3,073,821	3,153,593	3,158,398	84,577	2.8%
5567	Saratoga Comm Library Fund 0025	1,904,342	2,116,811	2,247,520	2,250,200	133,389	6.3%
5571	Milpitas Comm Library Fund 0025	2,721,416	2,885,672	3,051,644	3,055,710	170,038	5.9%
5576	Morgan Hill Library Fund 0025	1,564,309	1,761,052	1,860,310	1,862,712	101,660	5.8%
5577	Gilroy Library Fund 0025	1,603,366	1,923,432	2,006,728	2,008,761	85,329	4.4%
5585	Technical Svcs Fund 0025	3,403,120	4,793,088	4,074,019	7,383,763	2,590,675	54.1%
5586	Literacy Program Fund 0025	288,324	290,080	317,911	318,281	28,201	9.7%
Total Net Expenditures		\$ 34,031,569	\$ 44,343,687	\$ 46,018,139	\$ 46,054,183	\$ 1,710,496	3.9%

County Library Headquarters— Budget Unit 610
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5556	Library Admin Fund 0025	\$ 14,603,493	\$ 21,937,765	\$ 23,494,694	\$ 20,197,246	\$ (1,740,519)	-7.9%
5559	Cupertino Library Fund 0025	3,163,891	3,606,584	3,767,104	3,771,816	165,232	4.6%
5560	Campbell Library Fund 0025	1,727,707	1,955,382	2,044,616	2,047,296	91,914	4.7%
5562	Los Altos Library Fund 0025	3,051,601	3,073,821	3,153,593	3,158,398	84,577	2.8%
5567	Saratoga Comm Library Fund 0025	1,904,342	2,116,811	2,247,520	2,250,200	133,389	6.3%
5571	Milpitas Comm Library Fund 0025	2,721,416	2,885,672	3,051,644	3,055,710	170,038	5.9%
5576	Morgan Hill Library Fund 0025	1,564,309	1,761,052	1,860,310	1,862,712	101,660	5.8%
5577	Gilroy Library Fund 0025	1,603,366	1,923,432	2,006,728	2,008,761	85,329	4.4%
5585	Technical Svcs Fund 0025	3,403,120	4,793,088	4,074,019	7,383,763	2,590,675	54.1%
5586	Literacy Program Fund 0025	288,324	290,080	317,911	318,281	28,201	9.7%
Total Gross Expenditures		\$ 34,031,569	\$ 44,343,687	\$ 46,018,139	\$ 46,054,183	\$ 1,710,496	3.9%



County Library Headquarters— Budget Unit 610 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 20,787,685	\$ 22,414,058	\$ 23,926,554	\$ 23,859,702	\$ 1,445,644	6.4%
Services And Supplies	10,025,950	11,565,663	11,344,139	11,377,035	(188,628)	-1.6%
Fixed Assets	3,217,934	211,746	—	3,369,625	3,157,879	1,491.4%
Reserves	—	10,152,220	10,747,446	7,447,821	(2,704,399)	-26.6%
Total Net Expenditures	\$ 34,031,569	\$ 44,343,687	\$ 46,018,139	\$ 46,054,183	\$ 1,710,496	3.9%

County Library Headquarters— Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5556	Library Admin Fund 0025	\$ 35,986,038	\$ 32,842,410	\$ 34,599,153	\$ 34,599,153	\$ 1,756,743	5.3%
5586	Literacy Program Fund 0025	62,558	—	—	—	—	—
	Total Revenues	\$ 36,048,597	\$ 32,842,410	\$ 34,599,153	\$ 34,599,153	\$ 1,756,743	5.3%

County Library Headquarters— Budget Unit 610 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Current Property	\$ 26,296,084	\$ 24,196,000	\$ 25,818,000	\$ 25,818,000	\$ 1,622,000	6.7%
Taxes - Other Than Current Property	686,881	—	—	—	—	—
Fines, Forfeitures, Penalties	974,639	940,000	940,000	940,000	—	—
Revenue From Use Of Money/Property	226,829	140,000	100,000	100,000	(40,000)	-28.6%
Aid From Government Agencies - State	203,873	155,000	151,600	151,600	(3,400)	-2.2%
Charges For Services	906,997	955,410	1,001,553	1,001,553	46,143	4.8%
Aid From Government Agencies - Federal	44,535	30,000	30,000	30,000	—	—
Other Financing Sources	6,527,690	6,426,000	6,558,000	6,558,000	132,000	2.1%
Revenue From Other Government Agencies	181,068	—	—	—	—	—
Total Revenues	\$ 36,048,597	\$ 32,842,410	\$ 34,599,153	\$ 34,599,153	\$ 1,756,743	5.3%

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 2014 Approved Budget		29.8 \$	21,937,765 \$
Board Approved Adjustments During FY 2014		—	—
Cost to Maintain Current Program Services			



Library Admin Fund 0025 — Cost Center 5556
Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	0.1	280,572	—
IntraCounty Adjustments	—	370,073	—
Other Adjustments	—	906,284	1,756,743
Subtotal (Current Level Budget)	29.8	\$ 23,494,694	\$ 34,599,153

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 6,191	\$ —
Decision Packages			
Purchase Fixed Assets	—	(3,299,625)	—
Modify Staff Resources in Library Administration	—	(81,176)	—
Replace Vehicle	—	70,000	—
Modify Staff Resources for Bookmobile	—	7,162	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (3,297,448)	\$ —
Recommended Budget	29.8	\$ 20,197,246	\$ 34,599,153

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 2014 Approved Budget	31.0	\$ 3,606,584	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	139,422	—
IntraCounty Adjustments	—	5,592	—
Other Adjustments	—	15,506	—
Subtotal (Current Level Budget)	31.0	\$ 3,767,104	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,712	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,712	\$ —
Recommended Budget	31.0	\$ 3,771,816	\$ —



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 2014 Approved Budget	16.5	\$ 1,955,382	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	112,220	—
IntraCounty Adjustments	—	3,916	—
Other Adjustments	—	(26,902)	—
Subtotal (Current Level Budget)	16.5	\$ 2,044,616	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,680	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,680	\$ —
Recommended Budget	16.5	\$ 2,047,296	\$ —

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 2014 Approved Budget	27.0	\$ 3,073,821	\$ —
Board Approved Adjustments During FY 2014	—	(20,557)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	181,854	—
IntraCounty Adjustments	—	8,059	—
Other Adjustments	—	(89,584)	—
Subtotal (Current Level Budget)	27.0	\$ 3,153,593	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,805	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,805	\$ —
Recommended Budget	27.0	\$ 3,158,398	\$ —



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 2014 Approved Budget	17.5	\$ 2,116,811	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	101,215	—
IntraCounty Adjustments	—	2,037	—
Other Adjustments	—	27,457	—
Subtotal (Current Level Budget)	17.5	\$ 2,247,520	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,680	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,680	\$ —
Recommended Budget	17.5	\$ 2,250,200	\$ —

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 2014 Approved Budget	25.5	\$ 2,885,672	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	151,183	—
IntraCounty Adjustments	—	5,229	—
Other Adjustments	—	9,560	—
Subtotal (Current Level Budget)	25.5	\$ 3,051,644	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,066	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,066	\$ —
Recommended Budget	25.5	\$ 3,055,710	\$ —



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 2014 Approved Budget	14.5	\$ 1,761,052	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	97,497	—
IntraCounty Adjustments	—	4,029	—
Other Adjustments	—	(2,268)	—
Subtotal (Current Level Budget)	14.5	\$ 1,860,310	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,402	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,402	\$ —
Recommended Budget	14.5	\$ 1,862,712	\$ —

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 2014 Approved Budget	15.5	\$ 1,923,432	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	91,299	—
IntraCounty Adjustments	—	2,301	—
Other Adjustments	—	(10,304)	—
Subtotal (Current Level Budget)	15.5	\$ 2,006,728	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,033	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,033	\$ —
Recommended Budget	15.5	\$ 2,008,761	\$ —



Technical Svcs Fund 0025 — Cost Center 5585
Major Changes to the Budget

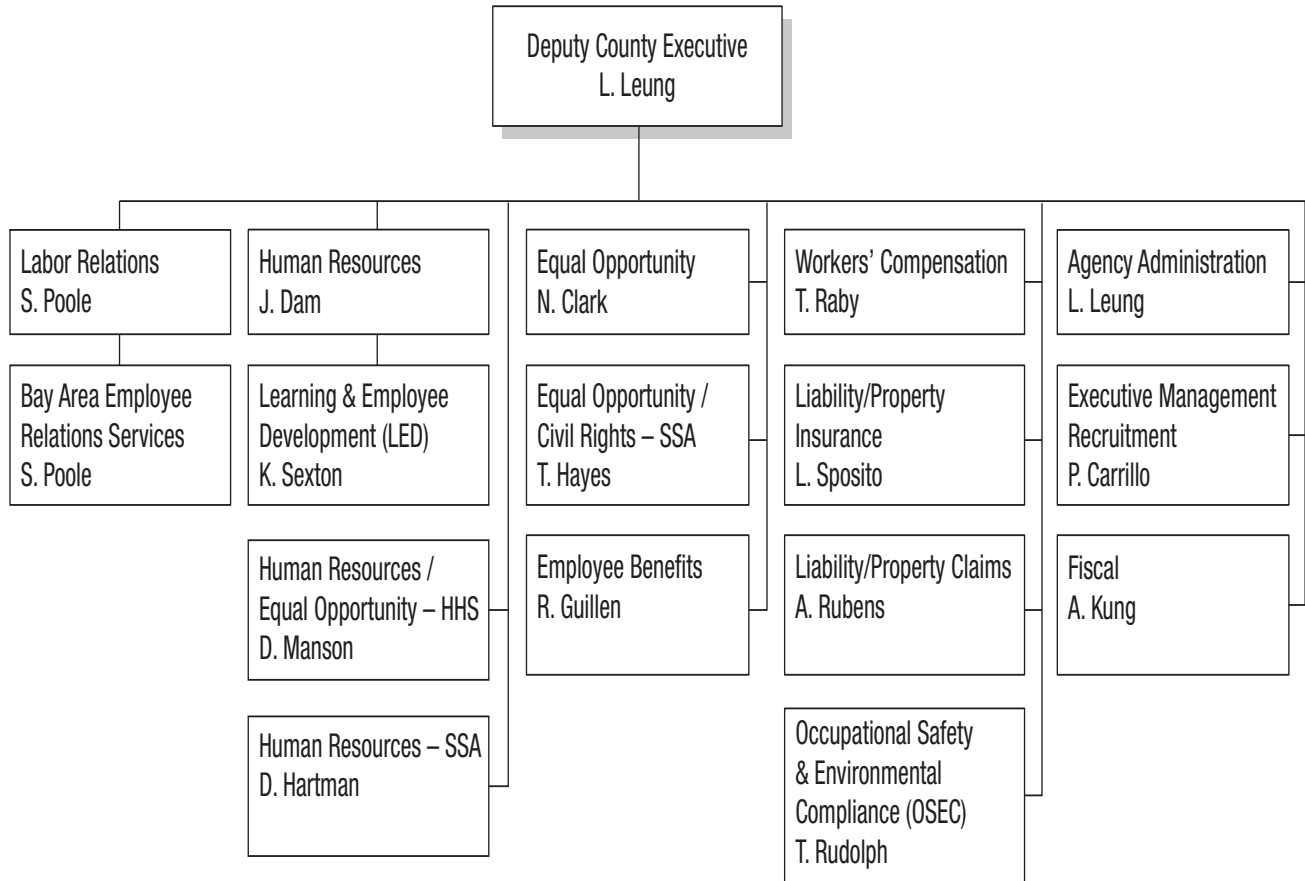
	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2014 Approved Budget	24.0	\$ 4,793,088	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	237,136	—
IntraCounty Adjustments	—	1,924	—
Other Adjustments	—	(958,129)	—
Subtotal (Current Level Budget)	25.0	\$ 4,074,019	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,957	\$ —
Decision Packages			
Purchase Fixed Assets	—	3,299,625	—
Modify Staff Resources in Technical Services	—	7,162	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,309,744	\$ —
Recommended Budget	25.0	\$ 7,383,763	\$ —

Literacy Program Fund 0025 — Cost Center 5586
Major Changes to the Budget

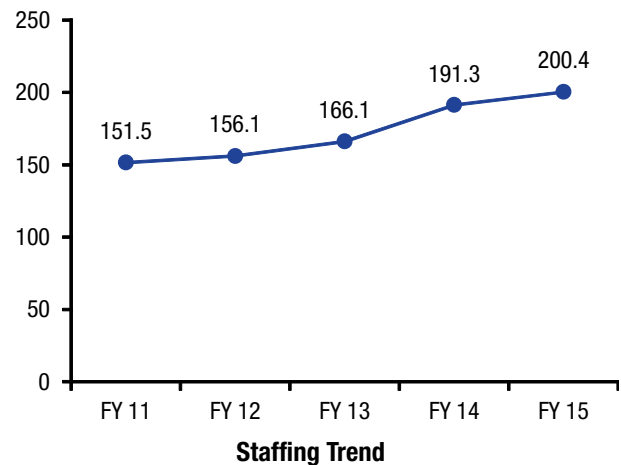
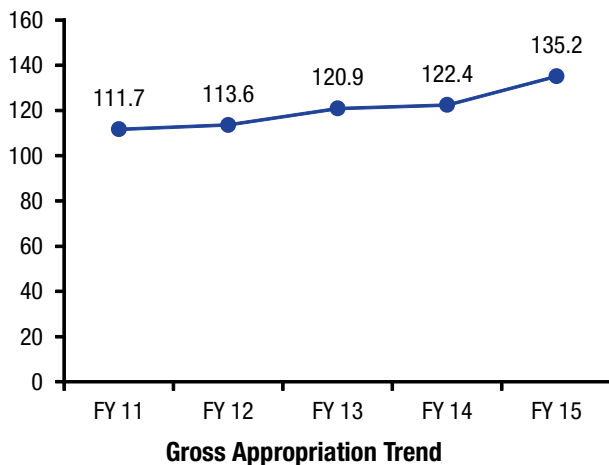
	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2014 Approved Budget	2.5	\$ 290,080	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,224	—
IntraCounty Adjustments	—	475	—
Other Adjustments	—	1,132	—
Subtotal (Current Level Budget)	2.5	\$ 317,911	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 370	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 370	\$ —
Recommended Budget	2.5	\$ 318,281	\$ —



Employee Services Agency



Section 1: Finance and Government



Public Purpose

- ➔ **Promote a productive, skillful and diverse workforce to assure effective and efficient services for County residents**
- ➔ **Provide a range of services in human resources, benefits, training and staff development, equal opportunity, and labor relations in support of County departments, County employees, and the community**
- ➔ **Minimize the cost of providing government services by protecting County employees and assets, and controlling workers' compensation, liability/property and unemployment insurance costs**



Description of Major Services

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 quality candidates. This Department conducts validated examinations and other personnel assessment processes in order to establish eligible lists for hiring. Responsibilities of the Department also include processing layoffs when filled positions are deleted, pre-employment background checks, and maintenance of the Countywide position classification

plan by conducting classification and reallocation studies, and reviewing position add/delete requests. The Department, in collaboration with the Center for Leadership and Transformation work teams, has developed a number of recommendations to improve various processes and aspects of Human Resources. A number of forms that are necessary to fill positions have been modified and eliminated to streamline the recruitment process. Three hundred fifty (350) job specifications were identified as needing review and update to ensure that the employment standards and tasks met the needs of the County. Of the 350 job specifications, 56 have been updated and 34 are currently being worked on. 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 Santa Clara Valley Health and Hospital System (SCVHHS) provides a full range of comprehensive human resources services to enable the Health and Hospital System units and departments to continue to attract and retain a highly technically skilled

quality and diverse workforce necessary to meet the needs Santa Clara County. This office is the service center for approximately 7,500 SCVHHS 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. HR-SSA Office works closely with HR Central 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 staff provides support and guidance to approximately 2,400 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 programs. The Department analyzes employee benefit enrollment trends, and provides information and training to employees and retirees in order to maximize their usage of benefits. It is also responsible for negotiating premium rates and contracts with all benefit plan providers.

Other programs that the Department administers are Unemployment Insurance Benefits, the Deferred Compensation Plan, the Supplemental Benefit Plan, and the 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, provide services ranging from Vacation Donation to intervention 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. 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 \$1,000,000 each year to employees attending professional events, continuing their education or paying for required professional licenses.

Learning and Employee Development also provides new employee orientation, new supervisor orientation, accelerated degree programs, retirement information workshops in addition to professional development courses for all employees, performance management courses, and computer courses.

Labor Relations

The Department of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units representing approximately 16,500 employees. This includes researching, developing and presenting proposals on wages, hours and terms and conditions of employment pursuant to Government Code 3500 et seq. It is also responsible for representation issues with two additional bargaining units representing approximately 255 Santa Clara County Central Fire Protection District employees and about 17,000 In-Home Supportive Services (IHSS) Independent Providers. During FY 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.

Bay Area Employee Relations Service

Bay Area Employee Relations Service (BAERS) provides advisory and consultation services to 34 member public agencies under a joint powers agreement (JPA). BAERS maintains the membership web site, develops enhancements and special reports. BAERS is responsible for analyzing and updating classification and compensation data for 64 agencies, 5,900 classes organized in 207 comparison categories and 320 bargaining units. BAERS provides classification, compensation, benefit and contract information to member agencies, and conducts total compensation surveys and classification studies for JPA members and nonmembers.

Equal Opportunity

The Equal Opportunity Department is responsible for providing Countywide leadership in advancing the goals of equal opportunity, equal access and workplace diversity. This Department provides training on the prevention of discrimination and harassment, including sexual harassment, as well as training on the County's reasonable accommodation policy and on effectively

working with a diverse workforce. Equal Opportunity proposes and implements County policies, guidelines and procedures to comply with Federal and State civil rights laws and regulations.

The Equal Opportunity Department administers a discrimination/harassment complaint process for employees, applicants for employment, and customers or vendors of County services, and investigates internal and external complaints of discrimination and harassment regarding civil rights. The Department also develops the County's Equal Employment Opportunity Plan and helps coordinate outreach to disadvantaged businesses to enhance participation in County contracting opportunities.

The Equal Opportunity Offices at HHS and SSA 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 Countywide Employee Services Agency issues. Executive Recruitment Services conducts comprehensive executive recruitments and placements; classification studies and benefit/compensation surveys; facilitates transitional assistance (i.e., temporary housing) to newly appointed Executive Leaders; and prepares the annual Executive Management Ordinance.

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 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 the law enforcement agencies, Santa Clara Valley Health and Hospital System and the Social Services Agency to handle the influx of inmates from the State system to the County jail facilities under AB 109. As County departments continue to implement efficiencies that result in organization changes, Human Resources

continues to receive classification study requests to properly classify positions that absorb or are assigned new duties.

Recruitment continues to be a challenge 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 the 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.

Competitive compensation is emerging as a concern for both management and the bargaining units as a result of the County's tenuous budget situation in the past decade. Classification has conducted an increased number of compensation surveys. Assessment work is expected to be continued on the compensation assigned to specific classifications to ensure appropriate and competitive wages, especially for classifications where it is difficult to attract qualified applicants and retain existing employees.

Recruitment and Classification are currently addressing the increased service demands. The department will be elevating recruitment efforts, to determine the competitive and appropriate compensation level corresponding to specific classifications, and to shorten the time line in updating job specifications 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 as needed, to improve the effectiveness of recruitment and classification services.

Labor Relations

Labor Relations is currently engaged in negotiating with two bargaining units and will be negotiating successor agreements with sixteen bargaining units during FY 2015. In addition to the continuing bargaining cycle, there is an anticipated increase in the number of meet and confers with employee organizations largely due to the labor impact of health care reform and the EPIC/HealthLink Project.

Equal Opportunity

Equal Opportunity/Civil Rights Office located at SSA has embarked on a joint project with Learning and Employee Development (LED) to consolidate and streamline mandated civil rights training for all SSA employees. The Office anticipates continued cooperation from community advocacy agencies toward improving services to disabled clients and continued training to SSA employees on civil rights issues related to clients. The Office has begun revising the SSA Civil Rights Plan and participating in the biennial Civil Rights Compliance review. County Equal

Opportunity Department is poised to implement a case management system in the upcoming months as a result of a need to update and upgrade record keeping and compliance requirements.

Learning and Employee Development

Learning and Employee Development is partnering with the Information Services Department to provide Countywide training for the Office 365 implementation. LED is providing training and change management support to the key implementers in the departments as well as the end users of the new software programs. This year LED will explore webinar and online training for new employee orientation.

Learning and Employee Development is also creating a new program for leads and other employees that want to be supervisors to provide an opportunity for career development. This year's executive development program will focus on providing executive leaders with Just Culture training. LED will partner with the Office of the County Executive to deliver a summer program for new executives that will incorporate the Seven Samurai vision elements into the program. Just Culture and Seven Samurai trainings are part of the County's Center for Leadership and Transformation program.

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. The County uses a benefit consultant to assist in the annual renewal of the Kaiser plan. Employee Benefits has also 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. With the growing population of active employees and retirees, processing hundreds of manual transactions can be tedious and time consuming. Employee Benefits will research and work towards

implementing necessary benefit platform tools that will streamline the enrollment process, simplify plan configuration, and empower employees.

Employee Benefits will continue to implement health care reform revisions 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 this ACA mandate will have on the County and its use of Extra Help employees. In order to avoid potential penalties, Employee Benefits will explore possible health plan options for the County to consider.

Workers' Compensation

The 2012 Workers' Compensation Reform Act (effective January 1, 2013) increased costs in some workers' compensation components and reduced costs in others. The Reform Act also mandated additional administrative processes that have impacted all levels of the claims work flow. While the 2012 Reform Act mandates additional administrative processes, there are provisions in the Act that are intended to reduce workers' compensation indemnity and medical payment costs, and to streamline the claim process

allowing case resolutions to occur more expeditiously. Additional changes with the reforms are anticipated following the State's review of the Act's financial and administrative impact to the industry. No net program cost savings are anticipated for at least three years following the reform implementation.

The Workers' Compensation Department targets FY2017 for implementing a new claims system supporting the workers' compensation operation, and will begin the RFP process in the near future. ESA intends to acquire a system that will meet the needs of and can support both the Workers' Compensation and Liability Property Claims operations to reduce ongoing maintenance costs.

Liability/Property Insurance

National and international catastrophic property losses resulting from floods have begun to affect the overall insurance market in this area. The County is seeing the effect of these losses on its flood insurance rates and coverage. The impact on the County is greatly mitigated by its participation in the joint purchase of its property insurance through the CSAC Excess Insurance Authority (EIA). Liability/Property Insurance will continue to work with the EIA to leverage the County's ability to obtain sufficient flood insurance at reasonable rates.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Staff in Fiscal Department	↑	The addition of 1.0 FTE Accountant III/II/I will provide the necessary fiscal support to the Employee Benefits Department and address the increase in workload in Fiscal.	1.0	\$64,860	(\$10,046)
Augment Staff in Human Resources	↑	The addition of 4.0 FTE Human Resources Analyst and 2.0 FTE Human Resources Assistant II/I will support the recruitment and hiring efforts as well as classification and compensation studies Countywide.	6.0	\$720,306	(\$112,251)
Purchase Equipment for Human Resources	↑	The purchase of computer equipment will improve the oral board examination scoring process by providing for a faster turnaround time in creating eligible lists for departments to fill their vacancies.	—	—	\$8,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Enhance Resources in Learning and Employee Development	↑	The addition of 1.0 FTE Management Analyst will assist in managing the increase workload with the expansion of sccLearn and the increase in training related contracting activities. The funding for services and supplies will allow Learning and Employee Development to continue supporting the County's vision of becoming a learning organization.	1.0	\$243,480	\$129,553
Enhance Technical Support for Learning and Employee Development	↑	The reimbursement to the Information Services Department for increased technical support will allow Learning and Employee Development to expand its delivery method to make training more accessible to employees and increase training capacity.	—	\$148,428	—
Augment Staff in Workers' Compensation Program	↑	The addition of 1.0 FTE Office Specialist III position will provide additional clerical support to claims adjusters and technicians and assist with processing time-sensitive documents. The additional clerical support will result in increased effectiveness in administering claims and minimizing incidences of paying penalty assessments.	1.0	\$88,017	(\$13,370)
Augment Resources in Employee Benefits to Reimburse Fiscal	↑	The reimbursement to Fiscal will provide additional fiscal support needed primarily due to the changes in employee benefit areas as benefit plan eligibility and employee/county cost sharing provisions negotiated with the bargaining units have become more diverse.	—	—	—
Augment Staff in Executive Recruitment Services	↑	The funding for the creation of the new job classification will enhance executive recruitment efforts. Recruitment services have increased significantly over the past few years due to retirement and other factors resulting in staff turnover.	—	\$172,161	(\$27,394)
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$4,245)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Staff in Fiscal Department

Recommended Action: Add 1.0 FTE Accountant III/II/I and allocate one-time funds of \$1,300 for computer equipment.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the

needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The addition of the position will provide the necessary fiscal support to the Employee Benefits Department. Additionally, the position will address the increase in workload in the Fiscal Department. Since FY 2012, the demand for fiscal services has increased significantly primarily due to the changes in employee benefit areas.



Benefit plan eligibility and employee/county cost sharing provisions negotiated with the bargaining units have become more diverse, resulting in greater complexity in the annual Countywide health and insurance rate development and payment processing to plan providers. Additionally, the significant increase in the retiree population has resulted in additional time and effort in providing fiscal services related to retiree medical activities such as payments of medical plan premiums, Medicare B reimbursements to eligible retirees, and in-lieu payments to retirees who reside outside of the medical plan service areas. In addition, funding deficits in the Retiree Medical and Workers' Compensation self-funded programs have required more frequent fiscal reviews and analyses for budgeting, status reporting and developing recommendations to address the funding deficits. The transfers of the Health & Hospital System Human Resources and Social Services Agency Human Resources/Equal Opportunity/Civil Rights operations in FY 2012 and FY 2014 respectively, have also contributed to the increased workload.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$64,860

Ongoing Cost: \$110,678
 Ongoing Reimbursement: \$45,818

One-time Net Savings: \$10,046

2 months salary savings reflecting time for recruitment: \$18,446
 Computer equipment: \$1,300
 Reimbursement reduction: \$7,100

↑ Augment Staff in Human Resources

Recommended Action: Add 4.0 FTE Human Resources Analyst and 2.0 FTE Human Resources Assistant II/I for recruitment and classification services and allocate one-time funds of \$7,800 for computer equipment.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The positions are added to support the recruitment and hiring efforts, and to conduct classification and compensation studies Countywide. The added positions will be assigned to the following areas:

- One (1.0) HR Analyst and one (1.0) HR Assistant II/I assigned to HR-Health & Hospital System to assist with recruitment activities.
- Two (2.0) HR Analysts assigned to HR Central for Recruitment efforts.
- One (1.0) HR Analyst and one (1.0) HR Assistant II/I assigned to HR Central for Countywide classification.

The addition of staff to the Recruitment Division will shorten the hiring cycle time in filling vacant positions as well as allow recruitment staff to focus on targeted outreach efforts to increase the quality of the candidate pool.

The addition of staff to the Classification Division will reduce the length of time for the completion of classification and compensation studies that will enhance the departments' abilities to properly organize work and classify employees. This will allow the established applicant pool to be based on current job requirements and the applicants in the pool to possess the necessary job skills.

Many of the vacancies in the County are key positions. Unfilled positions cause workload issues and hinder the County programs' ability to operate optimally, especially in Valley Medical Center. Furthermore, ongoing demand for recruitment services are growing even without considering the efforts involved to support AB 109 and HealthLink. One reason for the increase in recruitment demand is the restoration of positions that were eliminated due to budget cuts over the past years. Additionally, new employees are needed to replace the retiring Baby Boomer generation workforce. Also, the County is competing with the private sector to fill jobs with the improvement in the local economy and the reduced pension benefits following the passage of the 2013 Public Employee Pension Reform Act.

Positions Added: 6.0 FTE
Ongoing Cost: \$720,306
One-time Net Savings: \$112,251

2 months salary savings reflecting time for recruitment: \$120,051
 Computer equipment: \$7,800

↑ Purchase Equipment for Human Resources

Recommended Action: Allocate one-time funding of \$8,000 for the purchase of computer equipment in the Human Resources Department to automate and improve the effectiveness of the recruitment process.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The purchase of five computers will allow Human Resources to improve the oral board examination scoring process by providing a faster turnaround time in creating eligible lists for departments to fill their vacancies. Additionally, the laptops will allow the oral board members to take more accurate notes and to enter their scores into an electronic database for import into NEOGOV, where the scores will be ranked and eligibility list created.

The purchase of one projector will be used for oral board examinations, presentations, meetings, and trainings.

One-time Cost: \$8,000

↑ Enhance Resources in Learning and Employee Development

Recommended Action: Add 1.0 FTE Management Analyst and allocate one-time and ongoing funds for services and supplies as follows:

Description	Amount
Computer equipment (one-time)	\$1,300
Web-based courses customized to County-specific needs (one-time)	\$100,000
Training and professional development for Executive Leaders (one-time)	\$50,000
Total One-time	\$151,300
Expansion of SkillSoft courses for mandatory and professional development (ongoing)	\$57,000
Expansion of program delivery, including webinars, training for leads, supervisors, and health care professionals (ongoing)	\$56,000
Total Ongoing	\$113,000
Total Services and Supplies	\$264,300

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The position will assist with the increasing volume of work due to the expansion of sccLearn and the increase in training-related contracting activities. Training staff will spend more time on direct training efforts and not on administrative activities.

The funding for services and supplies will allow Learning and Employee Development (LED) to continue supporting the County's vision of becoming a learning organization. The expanded use of technology as the delivery method will make training more accessible to employees, increase training capacity, and use training dollars more efficiently. The expansion in training contents will address specific training needs and make the overall training program more complete.

Background: LED performed a needs assessment and gap analysis of the current training services as well as the needs of County employees, departments and specific employee groups such as the executive leadership. Measurements considered in working towards closing the gap include continuing the expansion of sccLearn course content, developing additional web-based courses, increasing the services of external trainers tailored to meet specific training requirements and needs. Measures were evaluated and LED's Executive Steering Committee fully supports the implementation of the measures chosen by LED. The funding will also provide for increased level of technical support and management services from the Information Services Department. The external technical expertise is needed due to the increase use of technology as the efficient service delivery method to expand training capacity and meet training needs. The expansion of training services increases the volume of administrative and support activities in LED including

course registration, procuring for trainers, managing the sccLearn content, coordinating with departments and training vendors, and reporting.

Positions Added: 1.0 FTE

Ongoing Cost: \$243,480

Salaries and benefits cost of \$130,480 and \$113,000 for services and supplies

One-time Net Cost: \$129,553

2 months salary savings reflecting time for recruitment: \$21,747

Computer equipment and services and supplies: \$151,300

↑ Enhance Technical Support for Learning and Employee Development

Recommended Action: Increase reimbursement to the Information Services Department for enhanced technical support to LED.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The reimbursement is for the addition of 1.0 FTE Information Systems Analyst II and increase in services and supplies in the Information Services Department for enhanced level of technical support. These additional resources will allow LED to continue supporting the County's vision of becoming a learning organization. The expanded use of technology as the delivery method will make training more accessible to employees and increase training capacity. The expansion in training contents will address specific training needs and improve the overall training program.

Ongoing Cost: \$148,428

↑ Augment Staff in Workers' Compensation Program

Recommended Action: Add 1.0 FTE Office Specialist III to provide clerical support in the Workers' Compensation Claims Department and allocate one-time funds of \$1,300 for computer equipment.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the

needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

This position will provide additional clerical support to claims adjusters and technicians so that they can focus on managing claims. Time sensitive documents will be processed timely. The additional clerical support will result in increased effectiveness in administering claims and minimizing incidences of paying penalty assessments. Additionally, the new position will assist in reducing the backlog of documents that need to be scanned into the iVOS claims system. Maintaining current information in the system is critical to the claims handling process.

Over the last two years, the significant increase in the volume of mail and faxes, new injury losses and other tasks have caused workload issues for the current level of Office Specialist staff. The workload increase is due in part to the enactment of the 2012 Workers Compensation Reform Act. The Act requires additional administrative procedures and processes and have impacted the claims work flow at all levels, including the workload of the Office Specialist staff.

Background: Currently, there are four Office Specialist IIIs assigned to perform the daily tasks of handling incoming mail and faxes, creating new records in the claims system, providing file records to requesters, and answering phone calls. In addition, one of the positions is assigned receptionist duties supporting other ESA programs located adjacent to the Workers' Compensation Program.

There are numerous time-sensitive documents that are handled daily by the office support staff. These include:

- Legal documents (i.e., settlement documents, file and serve of medical notifications, Application of Claim notice filings) which require a response in 5 to 10 days.
- Medical bills that require processing within 10 to 15 days, including review by the adjuster for approval, routing to the managed-care vendor for billing review, processing and routing back to the County for final payment.
- New Notification of Independent Medical Review document imposed by the 2012 Workers Compensation Reform Act, which requires copies of all medical

files, a cover sheet listing each medical report and final submission to the State Medical Unit within 5 days of receipt.

- New First Report of work injury notification document received via the County's internal mail system (PONY) and email. The new claims must be entered into the iVOS claims system within 5 business days and assigned to the claims adjuster for processing to determine the time loss and whether payments are due within 14 days of notice.

Positions Added: 1.0 FTE

Ongoing Cost: \$88,017

One-time Net Savings: \$13,370

2 months salary savings reflecting time for recruitment: \$14,670

Computer equipment: \$1,300

↑ Augment Resources in Employee Benefits to Reimburse Fiscal

Recommended Action: Allocate funds in Employee Benefits to reimburse Fiscal Department for the addition of 1.0 FTE Accountant III/II/I.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The addition of the position in Fiscal Department will provide the necessary fiscal support to the Employee Benefits Department. Benefit plan eligibility and employee/county cost sharing provisions negotiated with bargaining units have become more diverse, resulting in greater complexity in the annual Countywide health and insurance rate development and payment processing to plan providers. The partial cost of the position added to the Fiscal Department will be reimbursed by Employee Benefits. For additional information, see write up at Augment Staff in Fiscal Department section.

Ongoing Net Cost:\$0

Ongoing Cost: \$45,818

Ongoing Reimbursement from Retiree Health Trust Fund: \$45,818

One-time Net Cost:\$0

One-time Savings: \$7,100

One-time Reimbursement Reduction: \$7,100

↑ Augment Staff in Executive Recruitment Services

Recommended Action: Allocate ongoing funds for the addition of a new job classification and one-time funds of \$1,300 for computer equipment. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department (ESA-HR).

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The addition of this new position will enhance executive recruitment efforts. Recruitment services have increased significantly over the last few years due to retirements and other factors resulting in turnover. More outreach is required for each position and additional outreach material is needed to target professional sites. Additional recruitment efforts are needed as the economic environment has driven more applicants to higher-level positions. Enhancing notification efforts to provide more effective customer service is extremely important. Departments have increased their requests for expert advice and recommendation on recruitments, organizational alternatives, job specifications development, and salary studies. Therefore, working with the department heads to identify critical job elements has become essential in recruiting highly qualified applicants.

Additional communication and process improvements are necessary in managing and resolving issues while working in this highly visible environment where consequences of error could be very damaging. This high level of consequence requires an understanding of the functions, responsibilities and structures of the County departments. In addition, this position has responsibility for implementing executive benefit changes. These implementations require the efforts of several agencies and the coordination by Executive Services. These changes relate to employee compensation making it essential that the implementation is done correctly.

A Salary Ordinance amendment will be presented to the Board of Supervisors for approval of specific position changes once ESA-HR has completed the necessary classification review.

Background: Executive Recruitment Services is responsible for managing all aspects of executive employment from recruitment through retirement for over 180 executive positions Countywide. It is critical that this position maintain the integrity of the process and compliance with the existing Merit System and Personnel Practices.

Ongoing Cost: \$172,161

Allocation for creation of new classification

One-time Net Savings: \$27,394

2 months salary savings reflecting time for recruitment: \$28,694
Computer equipment: \$1,300

**Public Safety Realignment Program
(AB 109)**

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources.

One-time Savings: \$4,245

**Employee Services Agency— Budget Unit 130
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1116	Human Resources -SSA - Fund 0001	\$ —	\$ 4,617	\$ 4,158	\$ 4,158	(459)	-9.9%
1126	Equal Opportunity - Fund 0001	825,233	937,256	999,714	1,000,583	63,327	6.8%
1127	Life Insurance Program - Fund 0280	968,222	1,259,403	1,284,162	1,284,162	24,759	2.0%
1128	HR Department - HHS - F0001	3,939,946	4,289,603	4,483,798	4,687,752	398,149	9.3%
1129	Delta Dental Insurance Program-Fund 0282	20,143,693	21,100,507	21,089,713	21,089,713	(10,794)	-0.1%
1140	Labor Relation-Fund 0001	1,097,974	1,255,822	1,206,436	1,207,927	(47,895)	-3.8%
1141	Agency Administration - Fund 0001	658,786	684,528	757,841	978,190	293,662	42.9%
1142	Bay Area Employee Relations Serv - Fund 0001	183,326	372,182	388,209	388,457	16,275	4.4%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	(2)	20,307	—	4,213	(16,094)	-79.3%
1147	Workers' Compensation-Fund 0078	39,015,334	37,635,213	45,338,431	45,433,886	7,798,673	20.7%
1145	Employee Benefits - Fund 0001	3,398,267	556,688	2,415,112	2,418,024	1,861,336	334.4%
1146	Unemployment Insurance - Fund 0076	1,688,602	3,610,857	3,124,579	3,124,579	(486,278)	-13.5%
1148	Human Resources - Fund 0001	3,726,847	5,208,802	4,898,860	5,406,745	197,943	3.8%



Employee Services Agency— Budget Unit 130 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1149	Risk Mgt Admin Fund 0001	0	4,102	1,272	1,272	(2,830)	-69.0%
1163	Learning & Employee Development - Fund 0001	955,449	1,637,540	1,745,760	2,310,895	673,355	41.1%
1164	Education Assistance - Fund 0001	956,631	1,099,912	1,099,912	1,099,912	—	—
2310	Liability/Property Insur. Claims - Fund 0075	22,915,911	33,772,046	35,265,337	35,286,083	1,514,037	4.5%
Total Net Expenditures \$		100,474,220 \$	113,449,385 \$	124,103,294 \$	125,726,551 \$	12,277,166	10.8%

Employee Services Agency— Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1116	Human Resources -SSA - Fund 0001	\$ —	\$ 2,587,264	\$ 2,721,537	\$ 2,721,537	\$ 134,273	5.2%
1126	Equal Opportunity - Fund 0001	953,855	1,000,662	1,070,399	1,071,268	70,606	7.1%
1127	Life Insurance Program - Fund 0280	968,222	1,259,403	1,284,162	1,284,162	24,759	2.0%
1128	HR Department - HHS - F0001	3,939,946	4,418,535	4,483,798	4,687,752	269,217	6.1%
1129	Delta Dental Insurance Program-Fund 0282	20,143,693	21,100,507	21,089,713	21,089,713	(10,794)	-0.1%
1140	Labor Relation-Fund 0001	1,797,435	1,867,292	1,951,839	1,953,330	86,038	4.6%
1141	Agency Administration - Fund 0001	1,981,182	1,918,551	2,096,141	2,355,208	436,657	22.8%
1142	Bay Area Employee Relations Serv - Fund 0001	183,326	372,182	388,209	388,457	16,275	4.4%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	1,258,336	1,266,921	1,271,674	1,275,887	8,966	0.7%
1147	Workers' Compensation-Fund 0078	39,015,334	37,707,132	45,338,431	45,433,886	7,726,754	20.5%
1145	Employee Benefits - Fund 0001	5,164,592	2,641,396	4,818,728	4,860,358	2,218,962	84.0%
1146	Unemployment Insurance - Fund 0076	1,688,602	3,610,857	3,125,069	3,125,069	(485,788)	-13.5%
1148	Human Resources - Fund 0001	4,134,720	5,608,636	5,513,224	6,021,109	412,473	7.4%
1149	Risk Mgt Admin Fund 0001	397,539	4,102	1,272	1,272	(2,830)	-69.0%
1163	Learning & Employee Development - Fund 0001	1,046,654	1,832,540	1,940,760	2,505,895	673,355	36.7%
1164	Education Assistance - Fund 0001	956,631	1,099,912	1,099,912	1,099,912	—	—
2310	Liability/Property Insur. Claims - Fund 0075	22,915,911	34,129,436	35,265,337	35,286,083	1,156,647	3.4%
Total Gross Expenditures \$		106,545,978 \$	122,425,328 \$	133,460,205 \$	135,160,898 \$	12,735,570	10.4%



Employee Services Agency— Budget Unit 130 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 18,978,715	\$ 22,688,044	\$ 24,277,138	\$ 25,295,172	\$ 2,607,128	11.5%
Services And Supplies	53,966,939	60,686,584	63,342,817	64,025,476	3,338,892	5.5%
Other Charges	30,946,000	39,050,700	44,040,250	44,040,250	4,989,550	12.8%
Operating/Equity Transfers	2,654,324	—	—	—	—	—
Reserves	—	—	1,800,000	1,800,000	1,800,000	NA
Total Gross Expenditures	\$ 106,545,978	\$ 122,425,328	\$ 133,460,205	\$ 135,160,898	\$ 12,735,570	10.4%
Expenditure Transfers	(6,071,758)	(8,975,943)	(9,356,911)	(9,434,347)	(458,404)	5.1%
Total Net Expenditures	\$ 100,474,220	\$ 113,449,385	\$ 124,103,294	\$ 125,726,551	\$ 12,277,166	10.8%

Employee Services Agency— Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1127	Life Insurance Program - Fund 0280	\$ 1,125,995	\$ 1,086,541	\$ 1,119,673	\$ 1,119,673	\$ 33,132	3.0%
1129	Delta Dental Insurance Program-Fund 0282	20,458,819	14,580,748	20,809,412	20,809,412	6,228,664	42.7%
1141	Agency Administration - Fund 0001	1,865,297	1,601,294	1,860,000	1,860,000	258,706	16.2%
1142	Bay Area Employee Relations Serv - Fund 0001	143,292	322,673	347,414	347,414	24,741	7.7%
1147	Workers' Compensation-Fund 0078	43,398,757	34,788,042	51,962,210	51,962,210	17,174,168	49.4%
1145	Employee Benefits - Fund 0001	255,300	227,858	255,188	255,188	27,330	12.0%
1146	Unemployment Insurance - Fund 0076	3,446,702	2,015,736	1,206,136	1,206,136	(809,600)	-40.2%
1148	Human Resources - Fund 0001	175,339	233,860	45,755	50,000	(183,860)	-78.6%
2310	Liability/Property Insur. Claims - Fund 0075	23,672,203	23,184,701	24,148,088	24,148,088	963,387	4.2%
	Total Revenues	\$ 94,541,703	\$ 78,041,453	\$ 101,753,876	\$ 101,758,121	\$ 23,716,668	30.4%



Employee Services Agency— Budget Unit 130

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 574,960	\$ 653,984	\$ 570,325	\$ 570,325	\$ (83,659)	-12.8%
Charges For Services	88,514,155	72,719,628	95,937,171	95,937,171	23,217,543	31.9%
Other Financing Sources	3,545,875	3,062,350	3,382,183	3,386,428	324,078	10.6%
Aid From Government Agencies - Federal	1,872,169	1,605,491	1,864,197	1,864,197	258,706	16.1%
Revenue From Other Government Agencies	34,544	—	—	—	—	—
Total Revenues	\$ 94,541,703	\$ 78,041,453	\$ 101,753,876	\$ 101,758,121	\$ 23,716,668	30.4%

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 2014 Approved Budget	23.0	\$ 4,617	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	134,732	—
IntraCounty Adjustments	—	(135,191)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	23.0	\$ 4,158	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	23.0	\$ 4,158	\$ —

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 2014 Approved Budget	7.0	\$ 937,256	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	68,380	—
IntraCounty Adjustments	—	(3,688)	—
Other Adjustments	—	(2,234)	—
Subtotal (Current Level Budget)	7.0	\$ 999,714	\$ —



Equal Opportunity - Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 869	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 869	\$ —
Recommended Budget	7.0	\$ 1,000,583	\$ —

Life Insurance Program - Fund 0280 — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Life Insurance Plan ISF (Fund Number 0280)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 1,259,403	\$ 1,086,541
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	31,690	—
Other Adjustments	—	(6,931)	33,132
Subtotal (Current Level Budget)	—	\$ 1,284,162	\$ 1,119,673
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,284,162	\$ 1,119,673

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 2014 Approved Budget	37.6	\$ 4,289,603	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	17,552	—
IntraCounty Adjustments	—	180,126	—
Other Adjustments	—	(3,483)	—
Subtotal (Current Level Budget)	35.6	\$ 4,483,798	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 5,455	\$ —



HR Department - HHS - F0001 — Cost Center 1128 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Augment Staff in Human Resources	2.0	198,499	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 203,954	\$ —
Recommended Budget	37.6	\$ 4,687,752	\$ —

Delta Dental Insurance Program-Fund 0282 — Cost Center 1129 Major Changes to the Budget

	Positions	Appropriations	Revenues
CA Delta Dental Service Plan ISF (Fund Number 0282)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 21,100,507	\$ 14,580,748
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	45,296	—
Other Adjustments	—	(56,090)	6,228,664
Subtotal (Current Level Budget)	—	\$ 21,089,713	\$ 20,809,412
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 21,089,713	\$ 20,809,412

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 2014 Approved Budget	12.0	\$ 1,255,822	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	118,742	—
IntraCounty Adjustments	—	(162,332)	—
Other Adjustments	—	(5,796)	—
Subtotal (Current Level Budget)	12.0	\$ 1,206,436	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,491	\$ —



Labor Relation-Fund 0001 — Cost Center 1140
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,491	\$ —
Recommended Budget	12.0	\$ 1,207,927	\$ —

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 2014 Approved Budget	11.0	\$ 684,528	\$ 1,601,294
Board Approved Adjustments During FY 2014	—	4,102	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	230,841	—
IntraCounty Adjustments	—	(155,679)	—
Other Adjustments	—	(5,951)	258,706
Subtotal (Current Level Budget)	12.0	\$ 757,841	\$ 1,860,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (17,950)	\$ —
Decision Packages			
Augment Staff in Fiscal Department	1.0	93,532	—
Augment Staff in Executive Recruitment Services	—	144,767	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 220,349	\$ —
Recommended Budget	13.0	\$ 978,190	\$ 1,860,000

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 2014 Approved Budget	2.8	\$ 372,182	\$ 322,673
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,467	—
IntraCounty Adjustments	—	(6,754)	—
Other Adjustments	—	(686)	24,741
Subtotal (Current Level Budget)	2.8	\$ 388,209	\$ 347,414
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 248	\$ —



Bay Area Employee Relations Serv - Fund 0001 — Cost Center 1142
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 248	\$ —
Recommended Budget	2.8	\$ 388,457	\$ 347,414

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 2014 Approved Budget	7.0	\$ 20,307	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	54,940	—
IntraCounty Adjustments	—	(73,767)	—
Other Adjustments	—	(1,480)	—
Subtotal (Current Level Budget)	7.0	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,213	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,213	\$ —
Recommended Budget	7.0	\$ 4,213	\$ —

Workers' Compensation-Fund 0078 — Cost Center 1147
Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
Current Level Budget			
FY 2014 Approved Budget	32.0	\$ 37,635,213	\$ 34,788,042
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	303,063	—
IntraCounty Adjustments	—	1,470,155	—
Other Adjustments	—	5,930,000	17,174,168
Subtotal (Current Level Budget)	32.0	\$ 45,338,431	\$ 51,962,210
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 20,808	\$ —
Decision Packages			



Workers' Compensation-Fund 0078 — Cost Center 1147
Major Changes to the Budget

	Positions	Appropriations	Revenues
Augment Staff in Workers' Compensation Program	1.0	74,647	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 95,455	\$ —
Recommended Budget	33.0	\$ 45,433,886	\$ 51,962,210

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 2014 Approved Budget	16.0	\$ 556,688	\$ 227,858
Board Approved Adjustments During FY 2014	—	5,685	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	164,529	—
IntraCounty Adjustments	—	172,277	—
Other Adjustments	—	1,515,933	27,330
Subtotal (Current Level Budget)	16.0	\$ 2,415,112	\$ 255,188
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 41,630	\$ —
Decision Packages			
Augment Staff in Fiscal Department	—	(38,718)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,912	\$ —
Recommended Budget	16.0	\$ 2,418,024	\$ 255,188

Unemployment Insurance - Fund 0076 — Cost Center 1146
Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 3,610,857	\$ 2,015,736
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	13,722	—
Other Adjustments	—	(500,000)	(809,600)
Subtotal (Current Level Budget)	—	\$ 3,124,579	\$ 1,206,136
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —



Unemployment Insurance - Fund 0076 — Cost Center 1146 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 3,124,579	\$ 1,206,136

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 2014 Approved Budget	25.0	\$ 5,208,802	\$ 233,860
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	325,130	—
IntraCounty Adjustments	—	(753,406)	(188,105)
Other Adjustments	—	118,334	—
Subtotal (Current Level Budget)	26.0	\$ 4,898,860	\$ 45,755
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 90,329	\$ 4,245
Decision Packages			
Augment Staff in Human Resources	4.0	409,556	—
Purchase Equipment for Human Resources	—	8,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 507,885	\$ 4,245
Recommended Budget	30.0	\$ 5,406,745	\$ 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 2014 Approved Budget	—	\$ 4,102	\$ —
Board Approved Adjustments During FY 2014	—	(4,102)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	922	—
IntraCounty Adjustments	—	350	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,272	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —



Risk Mgt Admin Fund 0001 — Cost Center 1149
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,272	\$ —

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 2014 Approved Budget	8.0	\$ 1,637,540	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	56,011	—
IntraCounty Adjustments	—	126,546	—
Other Adjustments	—	(74,337)	—
Subtotal (Current Level Budget)	8.0	\$ 1,745,760	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 192,102	\$ —
Decision Packages			
Enhance Resources in Learning and Employee Development	1.0	373,033	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 565,135	\$ —
Recommended Budget	9.0	\$ 2,310,895	\$ —

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 2014 Approved Budget	—	\$ 1,099,912	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,099,912	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —



Education Assistance - Fund 0001 — Cost Center 1164
Major Changes to the Budget

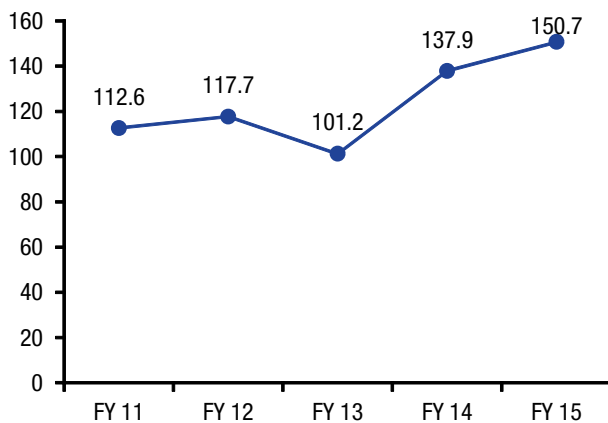
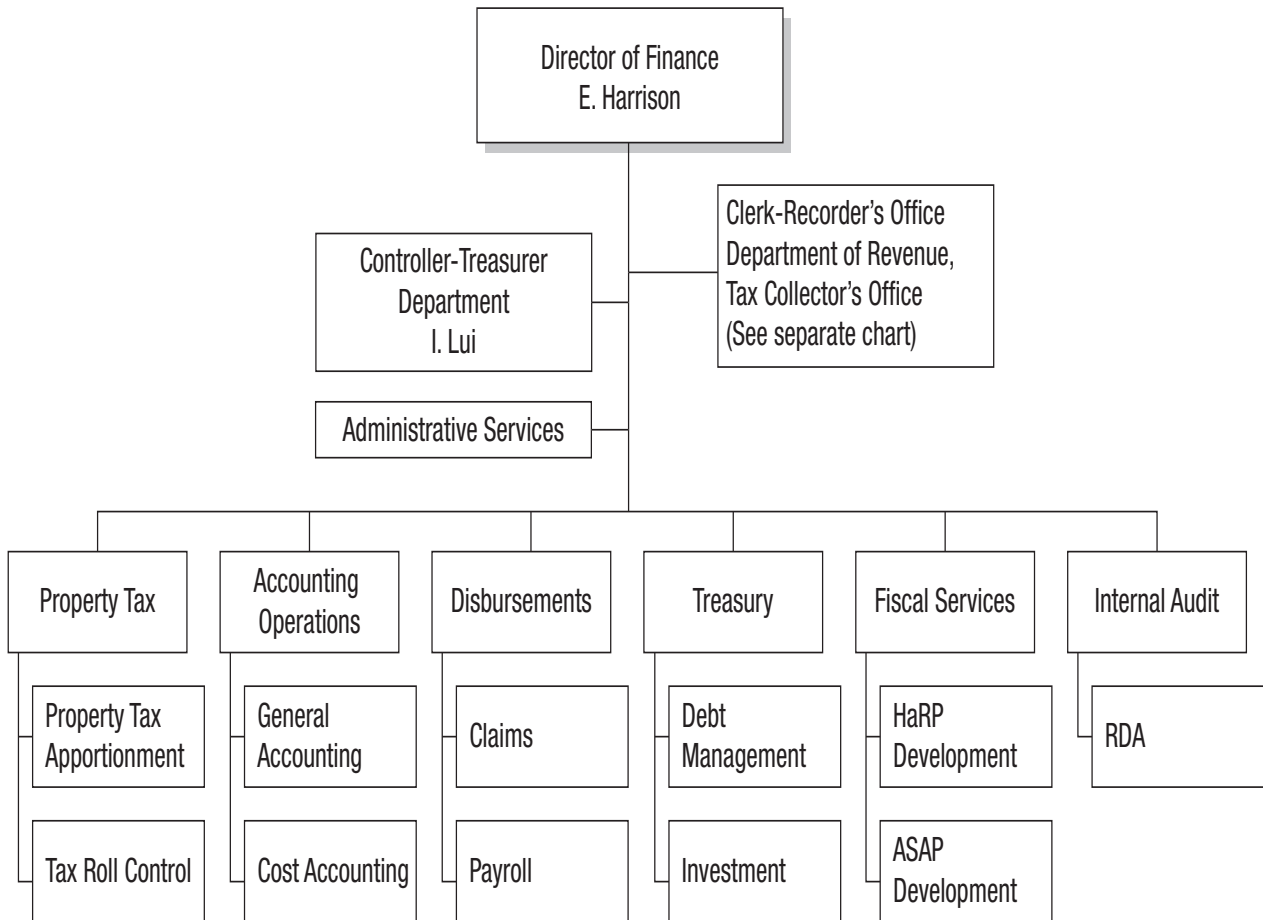
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,099,912	\$ —

Liability/Property Insur. Claims - Fund 0075 — Cost Center 2310
Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
Current Level Budget			
FY 2014 Approved Budget	10.0	\$ 33,772,046	\$ 23,184,701
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	90,258	—
IntraCounty Adjustments	—	1,403,033	996,482
Other Adjustments	—	—	(33,095)
Subtotal (Current Level Budget)	10.0	\$ 35,265,337	\$ 24,148,088
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 20,746	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 20,746	\$ —
Recommended Budget	10.0	\$ 35,286,083	\$ 24,148,088

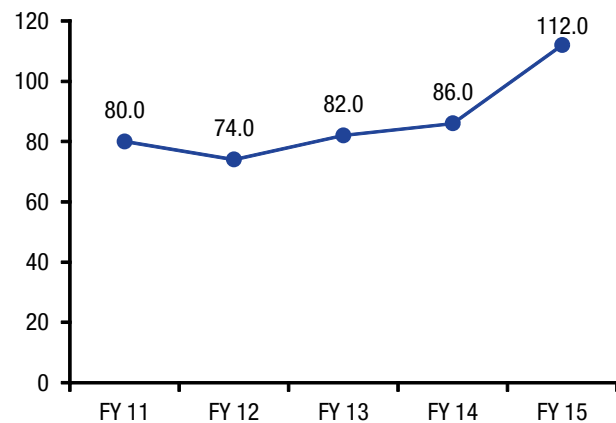


Controller-Treasurer Department



Gross Appropriation Trend

Data reflects appropriation level for both the Controller-Treasurer and County Debt Service (BU 810). Significant increase depicted relates to transfer of Tax Roll Control Unit, from Tax Collector's Office.



Staffing Trend

Significant increase depicted relates to transfer of Tax Roll Control Unit, from the Tax Collector's Office.



Public Purpose

- ➔ **Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents**



Description of Major Services

The Controller-Treasurer Department is the largest of the four departments within the Finance Agency. The Department has Countywide responsibility for accounting, treasury and investment, internal auditing, and accounting systems management. The Department plays a critical role in ensuring the County's financial success and ongoing viability.

As the Chief Accounting Officer of the County, the Controller-Treasurer provides:

- Accounting and financial related services including payroll,
- Accounts payable,
- Fixed asset control,
- Financial statement preparation,
- Cost plan preparation,
- SB 90 claim coordination,
- Fee and charge development and monitoring,
- Property tax rate calculations and apportionments,
- Debt structures and issuances,
- Accounting systems administration, development and support for Countywide financial systems (SAP, 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, support for operating departments, financial reporting, and compliance with state and federal reporting requirements as well as generally accepted governmental accounting principles.

Responsible for oversight of annual single audit and production of the Comprehensive Annual Financial Report (CAFR).

Cost Accounting

Responsible for SB 90 mandated cost reimbursement programs, cost allocation and fees and charges for the County, and maximizing General Fund reimbursement via the Cost Allocation Plan.

Disbursements

Process payment of County funds to employees and vendors on time and in accordance with laws, regulations, procedures and contractual provisions. 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

This Unit and its functions will be formally transferred from the Tax Collector's Office to the Controller-Treasurer Department effective July 1, 2014.

Performs the extension of the annual tax roll in accordance with the Revenue and Taxation Code, Section 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 assignments, and reconciliation of the extended tax roll prior to certifying to the Tax Collector for tax bills printing, mailing and collecting. Adherence to strict quality control standards and statutory deadlines is essential.

Corrections to the tax rolls occur throughout the year and subsequent to the Annual tax roll due to changes in determination of assessed values by the Assessor, Assessment Appeals Board and State Board of Equalization. Each assessment change is analyzed and reviewed for determination of actions such as cancellation of existing tax bill, reissuance of tax bill, refund of overpayments in accordance to Revenue and Taxation Code, Section 2604.

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), and
- The Public Budget Formulation (PBF) system.

The program is responsible for business process improvement analysis, problem solving, custom reports including the County's electronic report distribution (ERD) system, user training, system development and customization as well as ongoing system maintenance.

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, this program has taken up the new mandates performing the ongoing review of recognized obligation payment schedules (ROPS) submitted by the successor agencies and the semi-annual true-up audits of respective ROPS.

Current and Emerging Issues

Assurance of Accountability

The Controller-Treasurer Department protects County financial resources and ensures adequate fiscal accountability within County Government. The Department has been facing challenges to keep up this important mission with competing priorities and increased mandates. Working collaboratively with county departments and the management auditors, the Department will refocus their efforts in the coming year to strengthen the control environment, increase control activities and serve as leaders in transparency.

Transfer of Tax Roll Control Division from Tax Collector's Office

The County of Santa Clara is the only county in the State that performs property tax extension and correction of tax rolls in a tax collector's office. All other counties perform this function in the Auditor-Controller's Office. In order to enhance the segregation of duties and to provide more relevant support and supervision, the Tax Roll Control Division will be transferred to the Department, from the Tax Collector's Office, in Fiscal Year 2015.

The Department has been working collaboratively with the Tax Collector's Office to eliminate the backlog of roll corrections. The goal is that incoming petitions, unless with constraints from other factors, are processed within 90 days or sooner, in the upcoming fiscal year.

Redevelopment Dissolution Act

After the upholding of Assembly Bill 26 that dissolved the local redevelopment agencies, several County departments have partnered to implement the Redevelopment Dissolution Act that comes with aggressive deadlines and significant complexities. As required by State law, the Department has overseen the completion of mandated, agreed upon procedures, audits, and due diligence reviews, each with its own objectives and required procedures, and reviewed a multiple of recognized obligation payment schedules submitted by our nine successor agencies. These efforts have resulted in the termination of two agencies and

have led to millions of property tax dollars flowing back from the redevelopment agencies to the affected taxing jurisdictions, including school districts, special districts, cities, and the County. The Department continues to evaluate the appropriate resource levels necessary to administer the reporting requirements and monitor the ongoing activities of the seven remaining successor agencies, and to ensure that the property taxes are properly and timely distributed to the holders of the enforceable obligations and the affected taxing agencies.

Vision Elements

In line with the County Executive's vision elements, the Controller-Treasurer Department is seeking ways to build bench strength and to mentor and develop future managers for the Department, which is a key to ensuring continuity of financial oversight and leadership for the County. Action plans for this area will be developed and proposed in the near future.

Operational Bank Request for Proposal

To evaluate the desired outcomes and scopes of the County's operational banking services and to comply with Board policy relating to competitive bidding, the Department will issue a request for proposal (RFP) for the County's banking services after September 2014. This process will involve dynamic outreach to all stakeholders including schools and dependent districts utilizing the County's banking services. The Department expects to complete the selection of an operational bank provider by spring of 2015.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Transfer in Tax Roll Control Staffing	◆	Services will be modified in that they will now be provided by the Controller-Treasurer, to include property tax extensions and correction of tax rolls.	18.0	\$1,570,460	—
Transfer in Property Tax Revenues and Expenditures	◆	Services will be modified in that the Controller-Treasurer will now provide oversight for Property Tax revenues and expenditures.	—	—	(\$550,257,000)
Increase Resources for County Financial System Support	↑	Services will be enhanced by enabling the Department to provide ongoing financial system administration.	1.0	\$151,607	(\$20,268)
Increase Resources for Countywide Accounting Oversight	↑	Services will be enhanced by enabling the Department to conduct ongoing County-wide accounting reviews.	1.0	\$121,086	(\$15,181)
Increase Resources for Administrative Support	↑	Services will be enhanced by enabling the Department to provide better customer service to the public and Departmental visitors.	1.0	\$80,112	(\$8,352)
Staffing for the SAP/Ariba Project	↑	Provide support staff for the SAP/Ariba Project.	4.0	\$584,054	(\$97,343)

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

◆ Transfer in Tax Roll Control Staffing

Recommended Action: Transfer in 18.0 FTE positions from the Tax Collector's Tax Roll Control Unit.

Service Impact: The transfer in of Tax Roll Control Unit staff will modify service delivery by having these services provided by the Controller-Treasurer Department instead of the Tax Collector's Office. Additionally, by being in the Controller-Treasurer Department, and under the oversight of the Property Tax Division, the Tax Roll Control Unit staff will be provided with more relevant support and supervision related to appeals processes, knowledge of specific and applicable revenue and tax code sections, and assessment and apportionment processes.

Background: The County of Santa Clara is the only county in the State that performs property tax extension and correction of tax rolls in a Tax Collector's Office. All other counties perform this function in the

Auditor-Controller Office (Controller-Treasurer Department). This move streamlines existing processes, providing for better rate calculations and a quicker turnaround for review.

Positions Added: 18.0 FTE

Ongoing Cost: \$1,570,460

See Tax Collector's Office for deletion of 19.0 positions for ongoing net savings of \$80,908.

◆ Transfer in Property Tax Revenues and Expenditures

Recommended Action: Transfer in the administration and oversight of property tax revenues and expenditures from the Tax Collector's Office.

Service Impact: This action establishes the administration and oversight of property tax revenues and expenditures in the Department, and allows the Controller-Treasurer's Property Tax Division to have



complete oversight of the daily operations of these processes, thereby providing on-site knowledge and expertise from assessment to apportionment.

Background: The Tax Collector's Office is responsible for the issuance of property tax bills. The related revenues and expenditures are budgeted in the Tax Collector's Office. However, the Controller-Treasurer Department's Property Tax Division provides the oversight and administration of these revenues; monitors the rates; and apportions the distribution to school districts, special districts and the County.

Ongoing Net Savings: \$550,257,000

Ongoing Savings: \$562,100,000

Ongoing Cost: \$11,843,000

See Tax Collector's Office for a commensurate ongoing net cost of \$550,257,000, due to the transfer out of revenues.

↑ Increase Resources for County Financial System Support

Recommended Action: Add 1.0 FTE Information Systems Manager I position to provide support for Countywide financial systems and allocate a \$5,000 one-time expenditure for systems equipment and supplies.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

This position will enable the Department to provide analysis, design and development of a variety of compliance and automation tools relating to the timekeeping function, as well as allow for much needed ongoing financial system administration.

Background: The timekeeping function has grown in complexity as labor contract pay practices continue to become more and more complex. Additional system enhancements, oversight, user training and ongoing system administration are necessary to properly monitor financial transactions, reduce errors and automate complex pay practices and controls whenever possible. An information technology resource will provide the needed oversight, user training,

automation and ongoing system administration relating to the County employees' time and attendance system.

Positions Added: 1.0 FTE

Ongoing Cost: \$151,607

One-time Net Savings: \$20,268

2 months salary savings of \$25,268, reflecting time for recruitment, offset by a one-time cost of \$5,000.

↑ Increase Resources for Countywide Accounting Oversight

Recommended Action: Add 1.0 FTE Accountant III position to provide fiscal oversight of Countywide Accounting and allocate a \$5,000 one-time expenditure for systems equipment and supplies.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The addition of the Accountant III position, to conduct ongoing Countywide accounting reviews related to transactions and account balances, will allow the Department to 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 2014 Final Budget consists of \$4.6 billion of expenditures, supported by \$4.3 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.

Positions Added: 1.0 FTE

Ongoing Cost: \$121,086

One-time Net Savings: \$15,181

2 months salary savings of \$20,181, reflecting time for recruitment, offset by a one-time cost of \$5,000.

↑ Increase Resources for Administrative Support

Recommended Action: Add 1.0 FTE Office Specialist III position to provide administrative support to the Department and allocate a \$5,000 one-time expenditure for systems equipment and supplies.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Office Specialist III position will assist with providing customer service to members of the public and Department visitors and will answer telephone inquiries made to the Main telephone line. Additionally, this position will open and distribute incoming mail, issue payroll and vendor checks to departments and employees, process department payments to vendors, order office supplies and maintain the supply room.

Background: Several years of budget deficits resulted in staff reductions to meet reduction targets. In the Fiscal Year 2012 budget, an Office Specialist III position performing receptionist duties was deleted. This adversely impacted the Department which had to re-assign duties and tasks to other staff.

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Ongoing Cost of \$80,112 offset by a commensurate ongoing reduction in services and supplies.

One-time Net Savings: \$8,352

2 months salary savings of \$13,352, reflecting time for recruitment, offset by a one-time cost of \$5,000.

↑ Staffing for SAP/Ariba Project

Recommended Action: Add 2.0 FTE Information Systems positions and 2.0 FTE Accountant positions to support the implementation and provide ongoing support for the SAP/Ariba Project.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The SAP/Ariba eProcurement automation project covers the entire procure to pay (P2P) process from needs assessment to the payment of invoices for goods and services, creating both operational efficiencies and financial benefits. The recommendation adds 20.5 FTE of additional staff to implement and operate this system on an ongoing basis Countywide. 4.0 FTE of these 20.5 FTE, have been added to the Controller's Department.

Positions Added: 4.0 FTE

Ongoing Cost: \$584,054

One-time Savings: \$97,343

2 months salary savings reflecting time for recruitment.

Controller-Treasurer— Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2113	Controller-Treasurer Fund 0001	(4,136,422)	(20,262,435)	(34,084,336)	(33,496,938)	(13,234,503)	65.3%
2116	Accounting System & Procurement Proj Fun-Fund 0001	794,541	5,449,094	5,967,438	6,476,573	1,027,479	18.9%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	—	—	—	13,413,460	13,413,460	NA
Total Net Expenditures \$		(3,341,881) \$	(14,813,341) \$	(28,116,898) \$	(13,606,905) \$	1,206,436	-8.1%

Controller-Treasurer— Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2113	Controller-Treasurer Fund 0001	33,075,941	15,478,394	15,402,909	15,990,307	511,913	3.3%
2116	Accounting System & Procurement Proj Fun-Fund 0001	794,541	5,449,094	5,967,438	6,476,573	1,027,479	18.9%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	—	—	—	13,413,460	13,413,460	NA
Total Gross Expenditures \$		33,870,482 \$	20,927,488 \$	21,370,347 \$	35,880,340 \$	14,952,852	71.5%

Controller-Treasurer— Budget Unit 110 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 9,739,262	\$ 11,564,223	\$ 12,340,847	\$ 14,692,022	\$ 3,127,799	27.0%
Services And Supplies	8,318,812	9,363,265	9,029,500	21,188,318	11,825,053	126.3%
Operating/Equity Transfers	15,812,408	—	—	—	—	—
Total Gross Expenditures \$	33,870,482 \$	20,927,488 \$	21,370,347 \$	35,880,340 \$	14,952,852	71.5%
Expenditure Transfers	(37,212,363)	(35,740,829)	(49,487,245)	(49,487,245)	(13,746,416)	38.5%
Total Net Expenditures \$	(3,341,881) \$	(14,813,341) \$	(28,116,898) \$	(13,606,905) \$	1,206,436	-8.1%



Controller-Treasurer— Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2000	Cash Reserve Fund - Fund 0010	\$ 10,023,018	\$ —	\$ —	\$ —	\$ —	—
1112	Stanford Trail Agreement - Fund 0129	58,401	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	286,911,202	338,906,654	329,633,753	329,633,753	(9,272,901)	-2.7%
2114	County Land And Bldg Fund 0001	14,262,751	—	—	—	—	—
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	—	—	—	562,100,000	562,100,000	NA
Total Revenues		\$ 311,255,372	\$ 338,906,654	\$ 329,633,753	\$ 891,733,753	\$ 552,827,099	163.1%

Controller-Treasurer— Budget Unit 110 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 2,980,505	\$ 2,381,200	\$ 2,381,200	\$ 2,381,200	\$ —	—
Revenue From Other Government Agencies	10,000,000	—	—	—	—	—
Taxes - Current Property	186,973,852	200,900,000	212,600,000	743,800,000	542,900,000	270.2%
Taxes - Other Than Current Property	21,784,564	51,107,701	55,930,000	81,930,000	30,822,299	60.3%
Aid From Government Agencies - State	35,230,785	40,582,751	15,287,463	15,287,463	(25,295,288)	-62.3%
Aid From Government Agencies - Federal	4,322	4,400	4,400	4,400	—	—
Charges For Services	13,759,983	14,436,584	15,052,000	19,952,000	5,515,416	38.2%
Other Financing Sources	40,521,360	29,494,018	28,378,690	28,378,690	(1,115,328)	-3.8%
Total Revenues	\$ 311,255,372	\$ 338,906,654	\$ 329,633,753	\$ 891,733,753	\$ 552,827,099	163.1%

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 2014 Approved Budget	76.0	\$ (20,262,435)	\$ 338,906,654
Board Approved Adjustments During FY 2014	1.0	17,465	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	473,561	—
IntraCounty Adjustments	—	(14,471,017)	2,287,672
Other Adjustments	—	158,090	(11,560,573)
Subtotal (Current Level Budget)	76.0	\$ (34,084,336)	\$ 329,633,753

Recommended Changes for FY 2015



Controller-Treasurer Fund 0001 — Cost Center 2113
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 266,142	\$ —
Decision Packages			
Increase Resources for Countywide Accounting Oversight	1.0	105,905	—
Increase Resources for Administrative Support	1.0	(8,352)	—
Staffing for SAP/Ariba Project	2.0	223,703	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 587,398	\$ —
Recommended Budget	80.0	\$ (33,496,938)	\$ 329,633,753

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 2014 Approved Budget	10.0	\$ 5,449,094	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	232,523	—
IntraCounty Adjustments	—	300,932	—
Other Adjustments	—	(15,111)	—
Subtotal (Current Level Budget)	11.0	\$ 5,967,438	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 114,788	\$ —
Decision Packages			
Increase Resources for County Financial System Support	1.0	131,339	—
Staffing for SAP/Ariba Project	2.0	263,008	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 509,135	\$ —
Recommended Budget	14.0	\$ 6,476,573	\$ —

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 2014 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —



Property Tax Div & Tax Roll Contrl - Fund 0001 — Cost Center 2180
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Transfer in Tax Roll Control Staffing and Resources	18.0	1,570,460	—
Transfer in Property Tax Revenues and Expenditures	—	11,843,000	562,100,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	18.0	\$ 13,413,460	\$ 562,100,000
Recommended Budget	18.0	\$ 13,413,460	\$ 562,100,000

County Debt Service— Budget Unit 810
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 100,000	\$ 120,000	\$ 47,000	\$ 47,000	\$ (73,000)	-60.8%
2123	MH Courthouse Inv Int Fund 0493	90,000	5,697	—	—	(5,697)	-100.0%
2127	Multiple Facilities - Investment Interes - Fund 0497	120,000	30,000	13,000	13,000	(17,000)	-56.7%
2136	Multiple Fac 2006 Inv Int Fund 0502	400,000	60,000	28,000	28,000	(32,000)	-53.3%
2144	SCCFA 2007 Hospital - Project Fund 0510	116,984	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	150,000	45,000	23,000	23,000	(22,000)	-48.9%
2150	SCCFA 2007 Inv Int Fund 0515	30,000	10,000	7,000	7,000	(3,000)	-30.0%
2153	GO Bond Project Fund 0517	86,019,661	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	285,281	—	—	—	—	—
2157	1992 COPS - Reserve - Fund 0094	4,168,684	—	—	—	—	—
2158	VMC Hospital Bonds - Fund 0481	—	2,135,785	—	—	(2,135,785)	-100.0%
2160	General obligation Bonds Fund 0100	16,694,168	34,803,650	41,021,294	41,021,294	6,217,644	17.9%
2163	2012 Series A - EPIC Project -Fund 0522	54,616,693	5,412,547	—	—	(5,412,547)	-100.0%
2167	2012 S. A - Technology Project-Fund 0526	8,615,571	—	—	—	—	—



County Debt Service— Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2170	GO B. - 2013 Series B - Premium -F0099	493,914,972	18,023,050	19,853,494	19,853,494	1,830,444	10.2%
2171	GO B. - 2013 Series B - Project - F0527	48,465,853	—	—	—	—	—
081001	County Debt Service	49,319,890	55,956,804	53,707,458	53,707,458	(2,249,346)	-4.0%
081003	VMC Hospital	2,861,178	385,000	94,000	94,000	(291,000)	-75.6%
Total Net Expenditures \$		765,968,936 \$	116,987,533 \$	114,794,246 \$	114,794,246 \$	(2,193,287)	-1.9%

County Debt Service— Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 100,000	\$ 120,000	\$ 47,000	\$ 47,000	(73,000)	-60.8%
2123	MH Courthouse Inv Int Fund 0493	90,000	5,697	—	—	(5,697)	-100.0%
2127	Multiple Facilities - Investment Interes - Fund 0497	120,000	30,000	13,000	13,000	(17,000)	-56.7%
2136	Multiple Fac 2006 Inv Int Fund 0502	400,000	60,000	28,000	28,000	(32,000)	-53.3%
2144	SCCFA 2007 Hospital - Project Fund 0510	116,984	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	150,000	45,000	23,000	23,000	(22,000)	-48.9%
2150	SCCFA 2007 Inv Int Fund 0515	30,000	10,000	7,000	7,000	(3,000)	-30.0%
2153	GO Bond Project Fund 0517	86,019,661	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	285,281	—	—	—	—	—
2157	1992 COPS - Reserve - Fund 0094	4,168,684	—	—	—	—	—
2158	VMC Hospital Bonds - Fund 0481	—	2,135,785	—	—	(2,135,785)	-100.0%
2160	General obligation Bonds Fund 0100	16,694,168	34,803,650	41,021,294	41,021,294	6,217,644	17.9%
2163	2012 Series A - EPIC Project -Fund 0522	54,616,693	5,412,547	—	—	(5,412,547)	-100.0%
2167	2012 S. A - Technology Project-Fund 0526	8,615,571	—	—	—	—	—



County Debt Service— Budget Unit 810
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2170	GO B. - 2013 Series B - Premium -F0099	493,914,972	18,023,050	19,853,494	19,853,494	1,830,444	10.2%
2171	GO B. - 2013 Series B - Project - F0527	48,465,853	—	—	—	—	—
081001	County Debt Service	49,319,890	55,956,804	53,707,458	53,707,458	(2,249,346)	-4.0%
081003	VMC Hospital	2,861,178	385,000	94,000	94,000	(291,000)	-75.6%
Total Gross Expenditures \$		765,968,936 \$	116,987,533 \$	114,794,246 \$	114,794,246 \$	(2,193,287)	-1.9%

County Debt Service— Budget Unit 810
Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 3,588,736	\$ 2,014,225	\$ 1,523,675	\$ 1,523,675	\$ (490,550)	-24.4%
Other Charges	66,109,653	87,573,457	91,932,828	91,932,828	4,359,371	5.0%
Operating/Equity Transfers	696,270,546	27,399,851	21,337,743	21,337,743	(6,062,108)	-22.1%
Total Net Expenditures \$	765,968,936 \$	116,987,533 \$	114,794,246 \$	114,794,246 \$	(2,193,287)	-1.9%

County Debt Service— Budget Unit 810
Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 124,634	\$ —	\$ —	\$ —	—	—
2120	1991 Refund COPS-Int Fund 0220	(212,511)	—	—	—	—	—
2123	MH Courthouse Inv Int Fund 0493	227	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	11,035	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	38,626	—	—	—	—	—
2143	Tobacco Sec Invest Int Fund 0509	163,001	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,510,000	1,570,000	1,640,000	1,640,000	70,000	4.5%
2146	Multiple Facilities 2007 Inv Int Fund 0512	36,383	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	8,760	—	—	—	—	—
2154	GO Bonds - Investment Interest Fund 0518	367,391	—	—	—	—	—



County Debt Service— Budget Unit 810 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2155	2011 Series A QEBC Project Fund 0520	5	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	22,184	—	—	—	—	—
2159	VMC Hospital Bonds -Fund 0482	10,056,548	10,633,422	10,673,720	10,673,720	40,298	0.4%
2160	General obligation Bonds Fund 0100	16,983,211	34,803,650	41,021,294	41,021,294	6,217,644	17.9%
2163	2012 Series A - EPIC Project -Fund 0522	—	4,915,556	5,110,000	5,110,000	194,444	4.0%
2164	2012 Series A Reserve - EPIC Projects-Fund 0523	6,800,992	—	—	—	—	—
2165	2012 S. A Invest Int - Tech Prj-Fund 0524	100,613	—	—	—	—	—
2166	2012 S. A Reserve - Tech Prj - Fund 0525	1,931,556	—	—	—	—	—
2167	2012 S. A - Technology Project-Fund 0526	22,143,951	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	531,793,745	—	—	—	—	—
2171	GO B. - 2013 Series B - Project - F0527	489,400,000	—	—	—	—	—
2172	GO B - 2013 Series B-Invmnt Intst-F0528	734,956	—	—	—	—	—
081001	County Debt Service	35,245,577	33,096,950	32,483,631	32,483,631	(613,319)	-1.9%
081003	VMC Hospital	6,182,809	6,287,900	6,516,180	6,516,180	228,280	3.6%
Total Revenues		\$ 1,123,443,692	\$ 91,307,478	\$ 97,444,825	\$ 97,444,825	\$ 6,137,347	6.7%

County Debt Service— Budget Unit 810 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Fines, Forfeitures, Penalties	\$ 6,170,750	\$ 6,359,000	\$ 6,383,954	\$ 6,383,954	\$ 24,954	0.4%
Charges For Services	21,486,063	22,970,568	23,886,892	23,886,892	916,324	4.0%
Aid From Government Agencies - Federal	876,547	831,060	689,821	689,821	(141,239)	-17.0%
Other Financing Sources	1,075,105,647	44,283,333	45,279,358	45,279,358	996,025	2.2%
Revenue From Use Of Money/Property	1,838,448	82,917	37,000	37,000	(45,917)	-55.4%
Revenue From Other Government Agencies	1,040,049	—	—	—	—	—
Taxes - Current Property	16,825,667	16,780,600	21,167,800	21,167,800	4,387,200	26.1%
Aid From Government Agencies - State	100,521	—	—	—	—	—
Total Revenues	\$ 1,123,443,692	\$ 91,307,478	\$ 97,444,825	\$ 97,444,825	\$ 6,137,347	6.7%



VMC Hospital Bonds Fund 0483 — Cost Center 2115
Major Changes to the Budget

	Positions	Appropriations	Revenues
Hospital Bond Interest Fund (Fund Number 0483)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 120,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(73,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 47,000	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 47,000	\$ —

MH Courthouse Inv Int Fund 0493 — Cost Center 2123
Major Changes to the Budget

	Positions	Appropriations	Revenues
0493-Morgan Hill Courthouse Investment Intere (Fund Number 0493)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 5,697	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,697)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



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 2014 Approved Budget	—	\$ 30,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(17,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 13,000	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 13,000	\$ —

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 2014 Approved Budget	—	\$ 60,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(32,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 28,000	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 28,000	\$ —



SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 2007 Hospital Project Fund (Fund Number 0510)			
Current Level Budget			
FY 2014 Approved Budget	— \$	— \$	1,570,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	70,000
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	1,640,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	1,640,000

Multiple Facilities 2007 Inv Int Fund 0512 — Cost Center 2146
Major Changes to the Budget

	Positions	Appropriations	Revenues
Multi Facilities 2007 Bonds - Invest Int (Fund Number 0512)			
Current Level Budget			
FY 2014 Approved Budget	— \$	45,000 \$	—
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(22,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	23,000 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	23,000 \$	—



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 2014 Approved Budget	—	\$ 10,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(3,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 7,000	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 7,000	\$ —

VMC Hospital Bonds - Fund 0481 — Cost Center 2158
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA Hospital Bond Reserve (Fund Number 0481)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 2,135,785	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,135,785)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



VMC Hospital Bonds -Fund 0482 — Cost Center 2159
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA HOSPITAL BOND PROJECT FUND (Fund Number 0482)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ —	\$ 10,633,422
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	40,298
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 10,673,720
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 10,673,720

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 2014 Approved Budget	—	\$ 34,803,650	\$ 34,803,650
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	1,830,444
Other Adjustments	—	6,217,644	4,387,200
Subtotal (Current Level Budget)	—	\$ 41,021,294	\$ 41,021,294
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 41,021,294	\$ 41,021,294



2012 Series A - EPIC Project -Fund 0522 — Cost Center 2163
Major Changes to the Budget

	Positions	Appropriations	Revenues
2012 Series A - EPIC Project (Fund Number 0522)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 5,412,547	\$ 4,915,556
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,412,547)	194,444
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 5,110,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 5,110,000

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 2014 Approved Budget	—	\$ 18,023,050	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,830,444	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 19,853,494	\$ —
Recommended Changes for FY 2015			
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 2014 Approved Budget	— \$	26,137,047 \$	3,277,193
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	99,477	(194,669)
Other Adjustments	—	(2,068,735)	(141,314)
Subtotal (Current Level Budget)	— \$	24,167,789 \$	2,941,210
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	24,167,789 \$	2,941,210

Pension Obligation Bond - Debt Service F (Fund Number 0079)

Current Level Budget			
FY 2014 Approved Budget	— \$	22,544,318 \$	22,544,318
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	910,001	909,999
Subtotal (Current Level Budget)	— \$	23,454,319 \$	23,454,317
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	23,454,319 \$	23,454,317

0045-Public Facilities Corp Debt Service (Fund Number 0045)

Current Level Budget			
FY 2014 Approved Budget	— \$	6,084,750 \$	6,084,750
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	3,354
Other Adjustments	—	600	—
Subtotal (Current Level Budget)	— \$	6,085,350 \$	6,088,104



County Debt Service — Cost Center 081001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	6,085,350 \$	6,088,104

0043-Health Facilities Debt Service (Fund Number 0043)

Current Level Budget			
FY 2014 Approved Budget	— \$	1,190,689 \$	1,190,689
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(1,172,772)
Other Adjustments	—	(1,190,689)	(17,917)
Subtotal (Current Level Budget)	— \$	— \$	—

Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	—

VMC Hospital — Cost Center 081003
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA Hospital Project Fund (Fund Number 0485)			
Current Level Budget			
FY 2014 Approved Budget	— \$	— \$	4,300,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	150,000
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	4,450,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—



VMC Hospital — Cost Center 081003
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Budget	— \$	— \$	4,450,000
SCCFA Hospital Investment Interest Fund (Fund Number 0487)			
Current Level Budget			
FY 2014 Approved Budget	— \$	300,000 \$	—
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(245,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	55,000 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	55,000 \$	—

SCCFA 2006 Hospital Project Fund (Fund Number 0504)

Current Level Budget			
FY 2014 Approved Budget	— \$	— \$	1,987,900
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	78,280
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	2,066,180
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	2,066,180

SCCFA 2006 Hospital Investment Interest (Fund Number 0506)

Current Level Budget			
FY 2014 Approved Budget	— \$	85,000 \$	—
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(46,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	39,000 \$	—

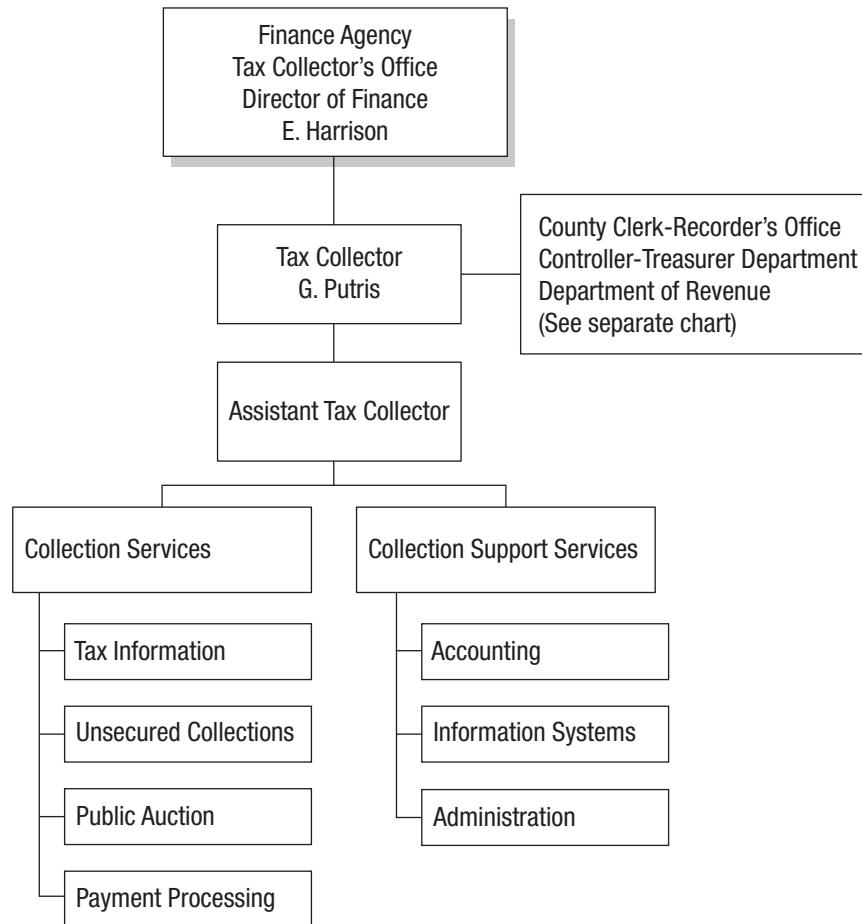


VMC Hospital — Cost Center 081003
Major Changes to the Budget

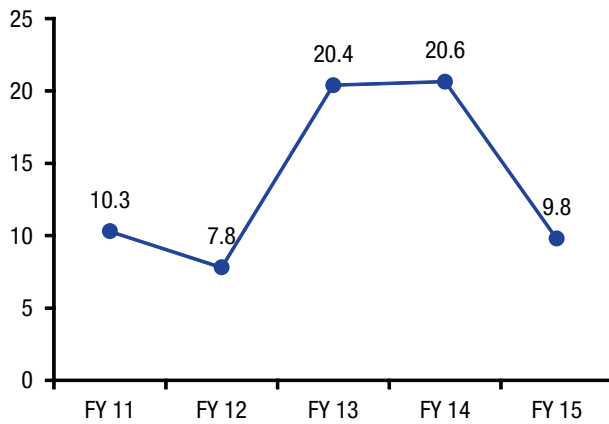
	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	39,000 \$	—



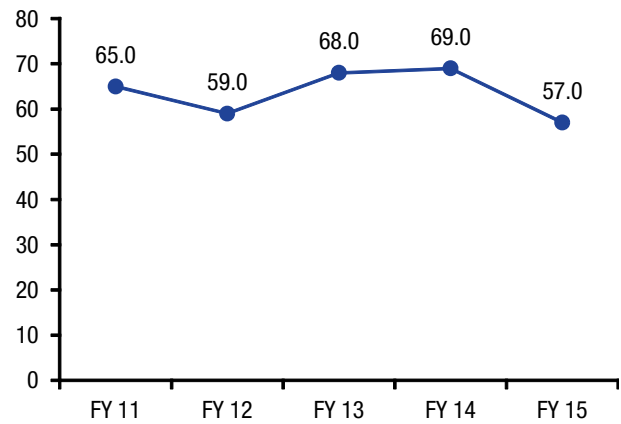
Tax Collector's Office



Section 1: Finance and Government



Gross Appropriation Trend



Staffing Trend

* The significant decrease depicted in both the Gross Appropriation and Staffing Trend charts is related to the transfer of the Tax Roll Control Unit to the Controller-Treasurer Department.



Public Purpose

- ➔ Maximize tax revenue to support services to County residents



Description of Major Services

The Tax Collector collects all property taxes as mandated under California Revenue and Taxation Code, Section 2602. In Santa Clara County, the Tax Collector prepares and maintains the tax rolls in addition to collecting the property tax. Annual property tax and escaped assessments levied on real property are collected on the current Secured Tax Roll and supplemental assessments are collected on the Supplemental Tax Roll. Tax that remains unpaid on July 1st and is eligible to be transferred to the Redemption Roll will accrue additional interest until redeemed. The Unsecured Tax Roll is comprised of unsecured assessments levied on businesses, boats, aircraft, etc.

The combined 2013-14 charges on these four tax rolls totals nearly four billion dollars, which the Office collects. The Controller-Treasurer Department then distributes these collected revenues to the County, local cities, schools, redevelopment agencies, and special districts to fund many essential services for Santa Clara County residents.

The Department maintains an Interactive Voice Response (IVR) system and a website that is operational 24 hours a day, seven days a week to provide the public with information necessary to pay taxes. This information includes current and prior year tax charges, payment history, and general payment instructions. The Department's website accepts credit card and e-check payments for all tax bills, with the exception of

redemption bills. In addition, professional customer service representatives and collectors are available by phone and in person during normal business hours.

Collection Services

The function of the collection services division is to promote timely and accurate payment of property taxes, as well as a high rate of collection. Collection services include providing the public with general and parcel-specific tax information; delinquent pay-off data; information regarding redemption installment plans; and mailing discrepancy letters and late postmark 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 searching phone numbers from payment checks.

California Revenue and Taxation Code, Section 3692 requires the Tax Collector to sell tax-defaulted properties within four or more years. Program

personnel must adhere to strict publishing and noticing deadlines, perform extensive title searches, and employ skip-tracing techniques before publishing a “Power-to-Sell” classification list. The Department complies with all legal requirements before real property is offered for sale at public auction or sold by agreement to public agencies. Beginning in FY 2015, this public auction is anticipated to be held online once per year. The goal of the Department is to minimize properties offered at auction by collecting all delinquent tax from property owners.

The Department receives payments by mail and through its Internet web portal. Developed to promote ease-of-use as well as cost-efficient collection, these procedures make it possible for the Department to receive, credit, and deposit tax payments in a relatively short time. The Department 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 information accurately. These systems also minimize duplicate payments and improve the type of information taxpayers can access online.

Collection Support Services

The Accounting Unit maintains financial records of all collections, as required by the tax code. These records represent critical financial data for governmental

entities, special districts, property owners, lending and title companies, in their decision-making processes. The Division reconciles approximately four billion dollars in un-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 Department’s Information Systems Unit supports all programs, systems interfaces and applications utilized for its collection efforts. These include the Tax Collection and Apportionment System (TCAS), the legacy Tax Information System (TIS), the Internet Bill Presentment and Property ePayment System, and the BancTec Remittance Processing System. The Department is committed to providing the public with a reliable and secure computing environment, which includes 24 hours a day, 7 days a week access to relevant tax information.

In addition to other operational and administrative functions, the Administration Unit administers all penalty waiver requests received by the Tax Collector’s Office. 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 their case is decided,

Current and Emerging Issues

Tax Roll Backlog Project

On June 19, 2013, the Board of Supervisors directed the Tax Collector’s Office to provide monthly status updates on the backlog of petitions of tax roll changes, to the Finance and Government Operations Committee. As of March 2014, approximately 9,900 petitions remain outstanding, of the 45,000 petitions reported to the Board in August of 2013. The Tax Collector’s Office is scheduled to eliminate the remaining backlog by the end of December 2014.

The areas of focus are roll corrections, payment processing, tax bill maintenance, accounting, apportionment, and reconciliation.

The Board allocated \$5.9 million in FY 2012 to provide funding for additional TCAS functionality. The effort will be completed by December 2013 and will eliminate many manual processes currently in place. Through January of 2014, the project spent approximately \$3.5 million.

TCAS Improvements

A system enhancement initiative was launched in late FY 2012 to focus on critical needs that were not addressed in the initial deployment of the TCAS system.



The determination of the functionality to deliver is being driven by the TCAS Steering Committee which is a representation of the business users from the Tax Collector's Office and the Controller-Treasurer Department.

Developing Today with an Eye to the Future

The Tax Collector's Office is exploring the cost-benefit of migrating its payment processing tasks to an external lock box service. If a migration is warranted, the Department will still need to support the current Remittance Processing System for a period of time.

The current online payment system implemented in 2003 is being re-written in a joint venture involving the Tax Collector's Office, Information Services Department; and an outside vendor.

The Department is also in the early stages of developing and obtaining a document management system, which would streamline work processes, as well as work towards the County's goals of being environmentally conscious.

Electronic Interface with Assessor and Clerk of the Board

In FY 2013, the Department was scheduled to work with both the Office of the Assessor and the Clerk of the Board in the development of electronic interfaces between the departments. This work was delayed when the Assessor's system project was delayed. A new initiative is being launched to interface with the Assessor's existing system.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Transfer Tax Roll Control Unit Personnel	◆	Services will be modified in only that they will no longer be provided by the Tax Collector's Office.	-19.0	(\$1,651,368)	—
Transfer Property Tax Revenues and Expenditures	◆	The Tax Collector's Office will no longer provide administration and oversight of property tax revenues and expenditures.	—	\$550,257,000	—
Increase Resources for Revenue Collections	↑	Provides Tax Collector's Office the ability to increase collections of unsecured property tax.	1.0	\$114,955	(\$14,159)
Increase Staffing and Resources for Information Technology	↑	Provides Tax Collector's Office with needed technical support for County's property tax and revenue collections systems.	2.0	\$380,330	(\$58,388)

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

◆ Transfer Tax Roll Control Unit Personnel

Recommended Action: Transfer out 18.0 FTE positions to the Controller-Treasurer Department. Delete 1.0 FTE vacant Account Clerk II position.

Service Impact: The transfer of Tax Roll Control Unit personnel will modify service delivery by having these services provided by the Controller-Treasurer

Department instead of the Tax Collector's Office. This will enable the Controller-Treasurer Department's Property Tax Division to provide direct support and supervision related to appeals processes, specific and applicable revenue and tax code sections, and assessment and apportionment processes.



Background: The County of Santa Clara is the only county in the State that performs property tax extension and correction of tax rolls in the Tax Collector's Office. All other counties perform this function in the Auditor-Controller Office (Controller-Treasurer Department). This move streamlines existing processes, providing for better rate calculations and a quicker turnaround for review.

Positions Deleted: 19.0 FTE
Ongoing Net Savings: \$80,908

Ongoing Savings: \$1,651,368
 See Controller-Treasurer Department for addition of 18.0 FTE at an ongoing cost of \$1,570,460.

◆ Transfer Property Tax Revenues and Expenditures

Recommended Action: Transfer the administration and oversight of property tax revenues and expenditures to the Controller-Treasurer Department.

Service Impact: This action removes the administration and oversight of property tax revenues and expenditures from the Tax Collector's Office, and gives the Controller-Treasurer's Property Tax Division the direct oversight of the daily operations of these processes, thereby providing on-site knowledge and expertise from assessment to apportionment.

Background: The Tax Collector's Office is responsible for the issuance of property tax bills. The related revenues and expenditures are budgeted in the Tax Collector's Office. However, the Controller-Treasurer Department's Property Tax Division provides the oversight and administration of these revenues; monitors the rates; and apportions the distribution to school districts, special districts and the County.

Ongoing Net Cost: \$550,257,000

Ongoing Cost: \$562,100,000

Ongoing Savings: \$11,843,000

See Controller-Treasurer Department for a commensurate ongoing net savings of \$550,257,000, due to the transfer of these revenues.

↑ Increase Resources for Revenue Collections

Recommended Action: Add 1.0 FTE Supervising Revenue Collections Officer position to support the Unsecured Tax Unit and allocate a \$5,000 one-time expenditure for systems equipment and supplies.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Supervising Revenue Collections Officer position will provide the Tax Collector's Office with the ability to increase collections of unsecured property tax by supervising collectors and operations. Additionally, the Supervising Revenue Collections Officer will assist management by analyzing business processes; evaluating productivity; providing adequate guidance and training; responding to objections to bankruptcy claims; monitoring field work; and handling difficult and complex accounts and customers to ensure that all changes in law pertaining to the legal collection of funds are recognized by the office and staff.

Background: Annually, the Tax Collector's Office collects approximately \$300 million in unsecured personal property taxes from business property, boats, aircrafts, possessory interest, mobile homes, supplemental and escape assessments. The delinquent unsecured property tax becomes the responsibility of the collectors to investigate, pursue and secure the payment of receivable and delinquent accounts. Normally, the tax value of the population varies. In 2012-2013, the uncollected amount was approximately \$17 million, not including penalties collected upon payment. In fiscal year 2012-2013, of the \$301,164,764 tax charge enrolled, there remains a delinquency of \$9,033,462 or 3 percent. Adding a first-line supervisor will greatly assist the Tax Collector's office to reduce the delinquency rate to less than 1%, thereby increasing the collections total.

Positions Added: 1.0 FTE

Ongoing Cost: \$114,955

One-Time Net Savings: \$14,159

2 months salary savings of \$19,159, reflecting time for recruitment, offset by a one-time cost of \$5,000.

↑ Increase Staffing and Resources for Information Technology

Recommended Action: Add 1.0 FTE Director, Information Systems position and 1.0 FTE Information Services Manager position, increase ongoing appropriations by \$1,206,400, and allocate a \$5,000 one-

time services and supplies expenditure to provide resources to support the County's tax and revenue collection and apportionment system (TCAS).

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The addition of both the Director, Information Systems and the Information Systems Manager III positions, will improve services through the direct management and oversight of administration, maintenance and development of property tax and revenue collections related systems and service delivery. Further, the Director position will allow for the consolidation and streamlining of IT services and support for all property tax functions, under a single executive, including functional support for the property tax functions in the Controller-Treasurer Department and the collections functions in the Department of Revenue, in addition to full functional and technical support of the Tax Collector's Office. The increased appropriations will provide the Office with needed resources related to

production and technical support, which They will ensure the ongoing support of the property tax calculation, collection, and apportionment functions. The Finance Agency will be better equipped to build bench strength and reduce vulnerabilities in the area of information technology. These resources assist the Agency in building an organization structure similar to other departments with County-wide impacts.

Background: Until the long-term direction of the property tax systems has been determined, a preliminary staffing plan is proposed which will build bench strength in key areas and provide basic levels of system support. Once a determination has been made, additional resources will need to be acquired. While a formal analysis of how to optimize the business processes and systems within the department is scheduled to take place in the near future, it is clear that whatever strategy is selected, a support team will be necessary.

Positions Added: 2.0 FTE

Ongoing Cost: \$1,586,730

One-time Net Savings: \$58,388

2 months salary savings of \$63,388, reflecting time for recruitment, offset by a one-time cost of \$5,000.

Tax Collector— Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2212	Tax Collector Fund 0001	\$ 6,725,417	\$ 19,966,210	\$ 9,313,676	\$ 7,775,097	\$ (12,191,113)	-61.1%
2213	Tax Collector-AB 589 Fund 0001	8,669	16,330	14,900	14,900	(1,430)	-8.8%
2214	Tax Collection & Apportionment Sys Fund 0001	2,684,213	658,168	12,318,457	2,004,188	1,346,020	204.5%
Total Net Expenditures		\$ 9,418,300	\$ 20,640,708	\$ 21,647,033	\$ 9,794,185	\$ (10,846,523)	-52.5%



Tax Collector— Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2212	Tax Collector Fund 0001	\$ 6,725,417	\$ 19,966,210	\$ 9,313,676	\$ 7,775,097	\$ (12,191,113)	-61.1%
2213	Tax Collector-AB 589 Fund 0001	8,669	16,330	14,900	14,900	(1,430)	-8.8%
2214	Tax Collection & Apportionment Sys Fund 0001	2,684,213	658,168	12,318,457	2,004,188	1,346,020	204.5%
Total Gross Expenditures		\$ 9,418,300	\$ 20,640,708	\$ 21,647,033	\$ 9,794,185	\$ (10,846,523)	-52.5%

Tax Collector— Budget Unit 112 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 6,124,692	\$ 6,551,355	\$ 7,473,180	\$ 6,234,550	\$ (316,805)	-4.8%
Services And Supplies	3,293,607	14,089,353	14,173,853	3,559,635	(10,529,718)	-74.7%
Total Net Expenditures	\$ 9,418,300	\$ 20,640,708	\$ 21,647,033	\$ 9,794,185	\$ (10,846,523)	-52.5%

Tax Collector— Budget Unit 112 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2212	Tax Collector Fund 0001	\$ 496,815,698	\$ 531,998,000	\$ 567,290,000	\$ 5,190,000	\$ (526,808,000)	-99.0%
2214	Tax Collection & Apportionment Sys Fund 0001	450,000	450,000	450,000	450,000	—	—
Total Revenues		\$ 497,265,698	\$ 532,448,000	\$ 567,740,000	\$ 5,640,000	\$ (526,808,000)	-98.9%

Tax Collector— Budget Unit 112 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Current Property	\$ 457,071,295	\$ 498,303,000	\$ 531,200,000	\$ —	\$ (498,303,000)	-100.0%
Taxes - Other Than Current Property	32,501,627	26,000,000	26,000,000	—	(26,000,000)	-100.0%
Charges For Services	6,457,105	5,900,000	8,020,000	3,120,000	(2,780,000)	-47.1%
Revenue From Use Of Money/Property	(589,612)	280,000	610,000	610,000	330,000	117.9%
Other Financing Sources	1,375,283	1,515,000	1,460,000	1,460,000	(55,000)	-3.6%
Fines, Forfeitures, Penalties	450,000	450,000	450,000	450,000	—	—
Total Revenues	\$ 497,265,698	\$ 532,448,000	\$ 567,740,000	\$ 5,640,000	\$ (526,808,000)	-98.9%



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 2014 Approved Budget	67.0	\$ 19,966,210	\$ 531,998,000
Board Approved Adjustments During FY 2014	4.0	571,882	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	333,886	—
IntraCounty Adjustments	—	208,102	—
Other Adjustments	—	(11,766,404)	35,292,000
Subtotal (Current Level Budget)	71.0	\$ 9,313,676	\$ 567,290,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 11,993	\$ —
Decision Packages			
Transfer Tax Roll Control Unit Personnel	-19.0	(1,651,368)	—
Increase Resources for Revenue Collections	1.0	100,796	—
Transfer Property Tax Revenues and Expenditures	—	—	(562,100,000)
Information Technology			
Capital			
Subtotal (Recommended Changes)	-18.0	\$ (1,538,579)	\$ (562,100,000)
Recommended Budget	53.0	\$ 7,775,097	\$ 5,190,000

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 2014 Approved Budget	—	\$ 16,330	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,430)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 14,900	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 14,900	\$ —

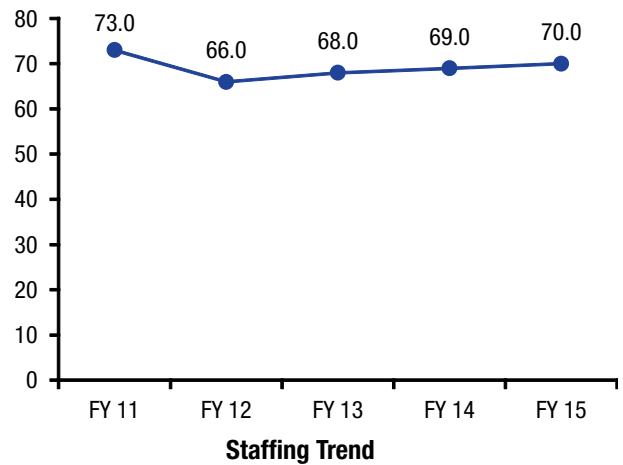
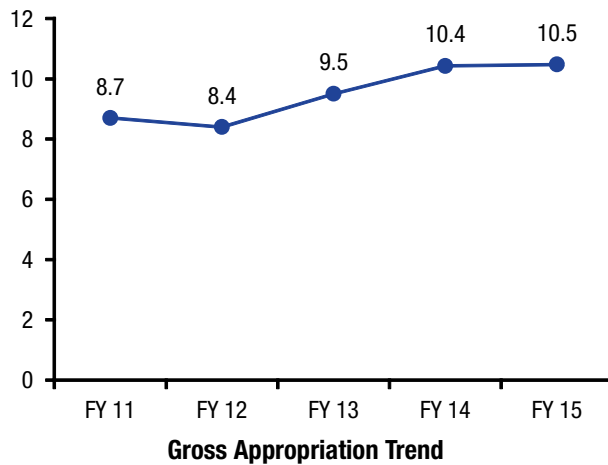
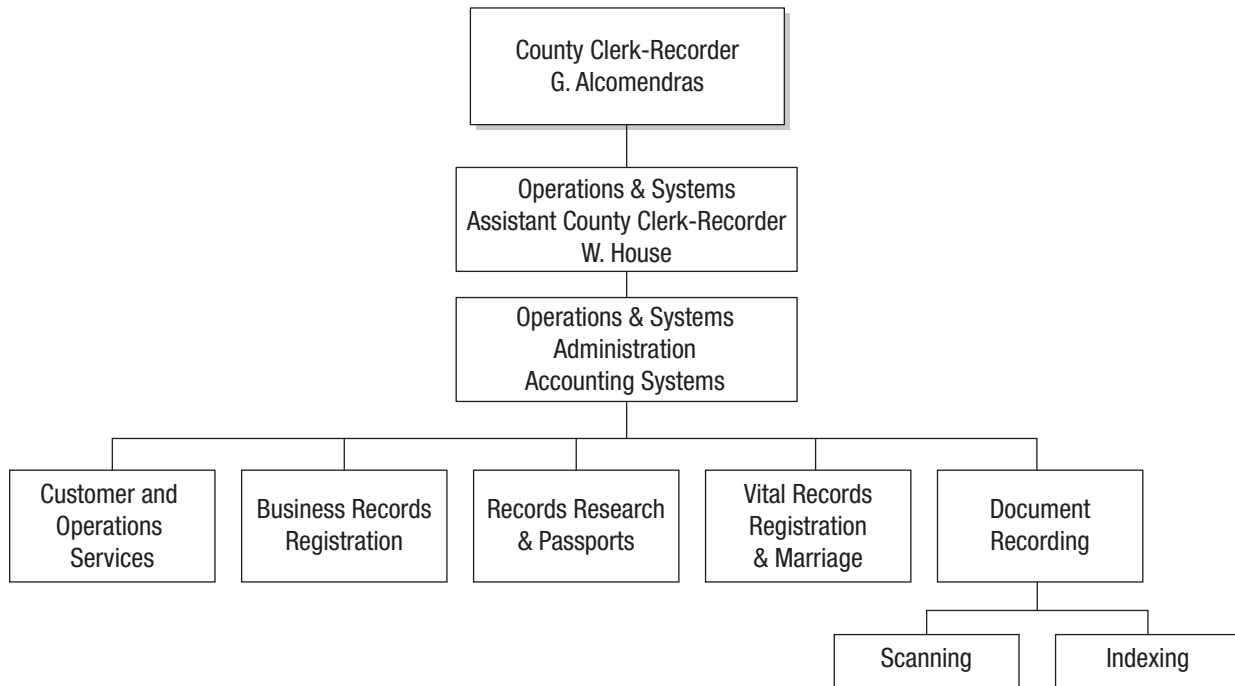


Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	2.0	\$ 658,168	\$ 450,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	25,120	—
IntraCounty Adjustments	—	(197,831)	—
Other Adjustments	—	11,833,000	—
Subtotal (Current Level Budget)	2.0	\$ 12,318,457	\$ 450,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 389	\$ —
Decision Packages			
Increase Staffing and Resources for Information Technology	2.0	1,528,342	—
Transfer Property Tax Revenues and Expenditures	—	(11,843,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ (10,314,269)	\$ —
Recommended Budget	4.0	\$ 2,004,188	\$ 450,000



County Clerk-Recorder's Office



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 is looking 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.

Mirrored Site for Disaster Recovery

The Clerk-Recorder's Office is looking to improve its current disaster recovery solution. During a test recovery exercise in 2010, the current solution was deemed inadequate for the Clerk-Recorder's business continuity requirements. In 2013, the Clerk-Recorder's team worked closely with technology vendors to design a solution based on a mirrored data center and storage replication technology. Using the Recorder's Modernization fund, the procurement and implementation of this solution will take place in FY 2015.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Resources for Customer Service	↑	Services and service delivery will be improved and enhanced.	2.0	162,620	(\$27,103)
Increase Appropriation for System Replacement (Non-General Fund)	↑	Services will be enhanced and continue seamlessly.	—	—	\$500,000
Allocate Appropriation for Disaster Recovery (Non-General Fund)	↑	Mandated services can be provided in the event of a disaster.	—	—	\$400,000
Allocate Appropriation to Replace Security System (Non-General Fund)	↑	Services will be provided in a safe and secure environment, benefitting both the public and County staff.	—	—	\$120,000
Increase Appropriation to Enhance Queuing System (Non-General Fund)	↑	Service and service delivery will be improved with the decrease in customer wait times.	—	—	\$50,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Add Resources for Customer Service

Recommended Action: Add 2.0 FTE Clerk-Recorder's Office Specialists II positions.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

These positions will greatly enhance services and service delivery as they are needed resources to meet growing customer demand, address related operational needs of the office, and will act to mitigate the lack of eligible staff to be fully cross-trained.

Background: Since FY 2008, the Office has decreased in size from 85 full-time equivalent (FTE) positions to 69 FTE positions, 66 classified and 3 unclassified positions, in FY 2014. Initially, the reduction in staff presented the office with an opportunity to demonstrate what it had learned through the implementation of the Center for Leadership and Transformation and how it could adapt and overcome operational challenges with fewer staffing resources. Some of the soft-skill strategies that were initially deployed were the cross-training of staff in a variety of operational divisions, followed by the redirection of incoming telephone calls into a centralized call-center.

Additionally, the Office implemented changes to the technical side of the business through the use of a kiosk to provide customers with numbered tickets to better account for the number and types of service, customers were seeking from the office and as a means of creating a more efficient flow for the customers. From the implementation of the call-center and kiosk, the Office was able to develop metrics of the actual number of customers served for a specified period of time. During the implementation stages of cross-training, call-center, and the kiosk, the Office attempted to maximize its potential for delivering the best possible service to its customers. Unfortunately, over a period of time, there is only so much that can be done within the constraints of existing staffing levels, and classification levels. After expending significant overtime hours, the Office concluded that as the market and industry began to pick up, it would need to adjust its staffing resources to meet the customer service demands.

While the Office has been able to leverage a significant benefit as a result of cross-training staff to perform a variety of operational functions in the office, it is limited to the amount of staff that could perform some of the more advanced services because of current job classification and staffing levels. This resulted in a reduced pool of eligible staff to be fully cross-trained. Regardless of the significant amount of ergonomic evaluations and equipment for the office, training, and daily stretching, overworked staff is becoming injured.



Additional staff resources are needed to alleviate and address the current issues and meet service needs in the long term.

Positions Added: 2.0 FTE

Ongoing Cost: \$162,620

One-time Savings: \$27,103

2 months salary savings reflecting time for recruitment

↑ Increase Appropriation for System Replacement (Non-General Fund)

Recommended Action: Increase one-time appropriation by \$500,000 to continue the replacement of the Office's primary application environment.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The completion of Phase II of the Replacement Project, coupled with the acquisition of a document management application will enable the Office to better serve customers by providing the ability to produce documents more quickly and easily for processing. Additionally, it will provide the Office with a better virtual retention and storage system.

Background: The Office implemented its document imaging and storage application in 1994. Over the years, the application has been extended to automate the Office's business processes. The Office requested funds in Fiscal Year 2013 to begin the replacement of the existing application. Phase I, the procurement of the hardware infrastructure platform for the new environment, was accomplished in Fiscal Year 2013. In Fiscal Year 2014, the Office launched Phase II of the project, where current technology solutions were explored and possible upgrade paths were evaluated for the application replacement solution. A request for proposal was issued in late March 2014 and Phase II will be completed by August 2014.

One-time Cost: \$500,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Allocate Appropriation for Disaster Recovery (Non-General Fund)

Recommended Action: Allocate one-time appropriation of \$400,000 to develop an off-site disaster recovery solution.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Office plans to enhance its current information technology business continuity and disaster recovery plan by implementing a redundant data center in an off-site location which will include a mirrored server/storage hardware infrastructure and a replicated software environment. This solution will allow the office to continue operating its information technology offerings and provide mandated services to the public in the event of a disaster or local information technology service interruption.

One-time Cost: \$400,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Allocate Appropriation to Replace Security System (Non-General Fund)

Recommended Action: Allocate one-time appropriation of \$120,000 to fund the replacement of the Office's security system.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The security and safety of both the customers (public) and staff will be improved with the installation of cameras where there are currently none; with the new system's capability to create DVDs; and its ability to search videos in storage more efficiently.

Background: The existing system has been a great benefit to the Office and it has assisted law enforcement agencies such as the Office of the District Attorney, the

Department of Homeland Security and the Department of Justice, with numerous cases. Over the years, the system provided a dramatic increase in efficiency and picture quality; however, the Office has noticed some significant limitations in the system. Additional cameras are needed for blind spots and for other areas in the office that are without a camera. The system also requires a better user interface with multiple user capability.

One-time Cost: \$120,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Increase Appropriation to Enhance Queuing System (Non-General Fund)

Recommended Action Increase one-time appropriation by \$50,000 to upgrade and enhance the queuing system.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the

needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

With improvements to the queuing system, services and service delivery will improve as customer wait times will decrease. The queuing system will be upgraded to the latest version of the application software; will be implemented with new application modules; and will be able to integrate with additional kiosk and peripheral devices.

Background: The Office implemented its queuing system in 2009 to increase staff efficiency when serving the public. While the system has been successful in improving customer wait times and accurately directing customers to the proper service locations, the Office has identified opportunities to enhance the solution over the past few years.

Total One-time Cost: \$50,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

**County Recorder— Budget Unit 114
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
011401	County Recorder	\$ 7,340,066	\$ 9,508,767	\$ 8,282,850	\$ 9,496,240	\$ (12,527)	-0.1%
011402	County Recorder -Fund 0001	825,899	921,437	975,880	976,999	55,562	6.0%
Total Net Expenditures		\$ 8,165,965	\$ 10,430,204	\$ 9,258,730	\$ 10,473,239	\$ 43,035	0.4%

**County Recorder— Budget Unit 114
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
011401	County Recorder	\$ 7,340,066	\$ 9,508,767	\$ 8,282,850	\$ 9,496,240	\$ (12,527)	-0.1%
011402	County Recorder -Fund 0001	825,899	921,437	975,880	976,999	55,562	6.0%
Total Gross Expenditures		\$ 8,165,965	\$ 10,430,204	\$ 9,258,730	\$ 10,473,239	\$ 43,035	0.4%



County Recorder— Budget Unit 114 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 6,266,600	\$ 7,038,940	\$ 7,385,591	\$ 7,521,108	\$ 482,168	6.9%
Services And Supplies	1,899,365	3,391,264	1,873,139	2,952,131	(439,133)	-12.9%
Total Net Expenditures	\$ 8,165,965	\$ 10,430,204	\$ 9,258,730	\$ 10,473,239	\$ 43,035	0.4%

County Recorder— Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
011401	County Recorder	\$ 38,447,372	\$ 36,351,500	\$ 40,248,500	\$ 40,248,500	\$ 3,897,000	10.7%
011402	County Recorder -Fund 0001	1,431,888	1,433,040	1,674,400	1,674,400	241,360	16.8%
	Total Revenues	\$ 39,879,260	\$ 37,784,540	\$ 41,922,900	\$ 41,922,900	\$ 4,138,360	11.0%

County Recorder— Budget Unit 114 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 85,296	\$ 41,500	\$ 41,500	\$ 41,500	—	—
Charges For Services	16,385,660	14,125,400	14,630,400	14,630,400	505,000	3.6%
Revenue From Other Government Agencies	9,488	—	—	—	—	—
Taxes - Other Than Current Property	21,771,610	22,040,000	25,380,000	25,380,000	3,340,000	15.2%
Other Financing Sources	440,475	397,000	496,000	496,000	99,000	24.9%
Licenses, Permits, Franchises	1,186,731	1,180,640	1,375,000	1,375,000	194,360	16.5%
Total Revenues	\$ 39,879,260	\$ 37,784,540	\$ 41,922,900	\$ 41,922,900	\$ 4,138,360	11.0%

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 2014 Approved Budget	—	\$ 15,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,000	\$ —

Recommended Changes for FY 2015



County Recorder — Cost Center 011401
Major Changes to the Budget

	Positions	Appropriations	Revenues
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 2014 Approved Budget	1.0 \$	613,043 \$	522,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	12,467	—
IntraCounty Adjustments	—	78	—
Other Adjustments	—	(190,000)	30,000
Subtotal (Current Level Budget)	1.0 \$	435,588 \$	552,000

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	124 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	124 \$	—
Recommended Budget	1.0 \$	435,712 \$	552,000

0121-Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)

Current Level Budget

FY 2014 Approved Budget	1.0 \$	414,043 \$	523,500
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	12,467	—
IntraCounty Adjustments	—	652	—
Other Adjustments	—	(190,000)	30,000
Subtotal (Current Level Budget)	1.0 \$	237,162 \$	553,500

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	248 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	248 \$	—
Recommended Budget	1.0 \$	237,410 \$	553,500

0001-General Fund (Fund Number 0001)

Current Level Budget

FY 2014 Approved Budget	48.0 \$	5,226,918 \$	32,125,000
Board Approved Adjustments During FY 2014	—	—	—



County Recorder — Cost Center 011401

Major Changes to the Budget

	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	336,392	—
IntraCounty Adjustments	—	71,835	—
Other Adjustments	—	7,473	3,807,000
Subtotal (Current Level Budget)	48.0	\$ 5,642,618	\$ 35,932,000

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 6,383	\$ —
Decision Packages			
Add Resources for Customer Service	2.0	135,517	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 141,900	\$ —
Recommended Budget	50.0	\$ 5,784,518	\$ 35,932,000

0024-Vital Records Improvement Fund (Fund Number 0024)

Current Level Budget

FY 2014 Approved Budget	1.0	\$ 679,880	\$ 130,000
Board Approved Adjustments During FY 2014	-1.0	(155,264)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	(585)	—
IntraCounty Adjustments	—	(664)	—
Other Adjustments	—	(509,988)	—
Subtotal (Current Level Budget)	—	\$ 13,379	\$ 130,000

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 13,379	\$ 130,000

0026-Recorders Modernization Fund (Fund Number 0026)

Current Level Budget

FY 2014 Approved Budget	6.0	\$ 2,149,353	\$ 2,530,000
Board Approved Adjustments During FY 2014	—	(542)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	72,735	—
IntraCounty Adjustments	—	805	—
Other Adjustments	—	(660,000)	—
Subtotal (Current Level Budget)	6.0	\$ 1,562,351	\$ 2,530,000

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 745	\$ —
Decision Packages			
Increase Appropriations for System Replacement	—	500,000	—
Allocate Appropriations for Disaster Recovery	—	400,000	—



County Recorder — Cost Center 011401
Major Changes to the Budget

	Positions	Appropriations	Revenues
Allocate Appropriation to Replace Security System	—	120,000	—
Increase Appropriations to Enhance Queuing System	—	50,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,070,745 \$	—
Recommended Budget	6.0 \$	2,633,096 \$	2,530,000

0027-Recorders Document Storage Fund (Fund Number 0027)

Current Level Budget

FY 2014 Approved Budget	3.0 \$	410,530 \$	521,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,916	—
IntraCounty Adjustments	—	644	—
Other Adjustments	—	(42,338)	30,000
Subtotal (Current Level Budget)	3.0 \$	376,752 \$	551,000

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	373 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	373 \$	—
Recommended Budget	3.0 \$	377,125 \$	551,000

County Recorder -Fund 0001 — Cost Center 011402
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			

Current Level Budget

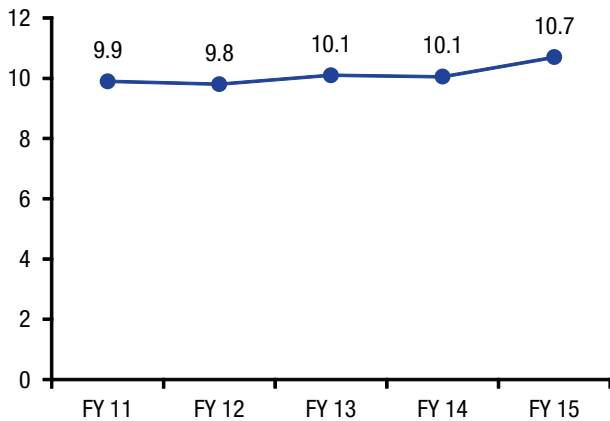
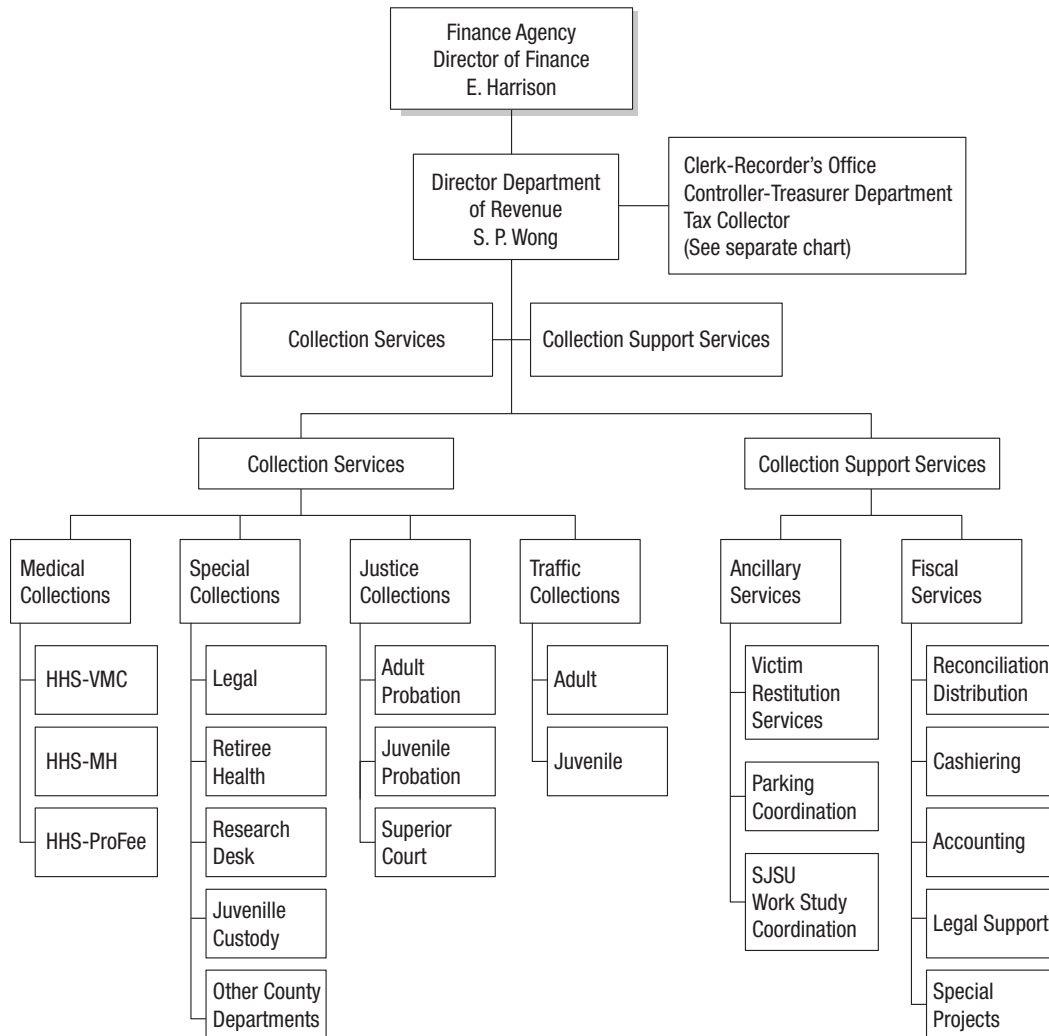
FY 2014 Approved Budget	9.0 \$	921,437 \$	1,433,040
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	76,618	—
IntraCounty Adjustments	—	(20,111)	—
Other Adjustments	—	(2,064)	241,360
Subtotal (Current Level Budget)	9.0 \$	975,880 \$	1,674,400

Recommended Changes for FY 2015

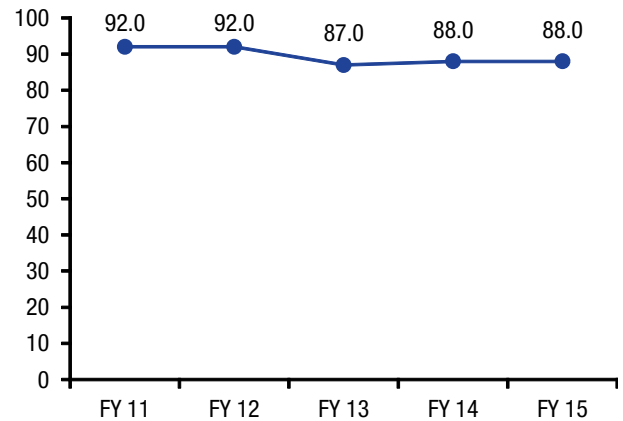
IntraCounty Adjustments	— \$	1,119 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,119 \$	—
Recommended Budget	9.0 \$	976,999 \$	1,674,400



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.

It is the mission of DOR to maximize revenue collection to support services for County residents, and to do so at the least possible cost, while providing quality service that is professional, respectful and courteous.

DOR seeks to collect debt owed to the County that is the legal responsibility of specific individuals and/or entities. The collections positively impact funding for numerous County agencies and departments, as well as several outside government entities. As such, this revenue supports many critical and valuable services to residents of Santa Clara County. The department's largest clients are Santa Clara Valley Medical Center (SCVMC), the Probation Department and the Superior Court.

Department of Revenue Clients

Animal Control	Information Services Dept
Assessor's Office	Juvenile Probation Housing
Cities of Santa Clara County	Planning/Zoning
Clerk-Recorder's Office	Probation Department
Communications Department	Public Defender's Office
Controller-Treas Department	Public Guardian
County Library	Registrar of Voters
Department of 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, effective January 2004, all counties must provide a collection program for delinquent court-ordered debt. Under the auspices of SB 940, DOR qualifies as a Comprehensive Collection Program (CCP) and is the designated program for Santa

Clara County. Penal Code Section 1463.007 allows recovery of costs for SB 940 programs, to be offset against collected fines, penalties and fees.

In FY2013, DOR's total collections reached over \$78 million; of this amount, \$14.6 million was applied to DOR revenue accounts and the remaining was pass-through revenue to other departments and government entities (see table above). The ratio of total revenue collected to total expense (\$8.87 million) was \$8.90 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.

DOR provides early morning and evening hour services to the public (7:30 a.m. - 7:00 p.m.). This is possible due to a County-SEIU Departmental Agreement and Alternate Hours Pilot Program which offers a 4/10 work-week to a portion of DOR employees.

Public access to DOR into the early evening results in better customer service to debtors who find it difficult to visit or call DOR during the day, and evening hours are now available to collectors for making telephone contact with debtors, providing direct and personal contact, which is an essential component of successful collections. Efforts such as this improve customer service, enhance revenues, and provide a number of other personal and operational benefits to the department and other staff.

Collection Services

DOR services include billing and collection pursuit and explanation of charges, court orders, civil judgments, legal obligations, and possible legal and other penalties for non-payment. In addition, DOR negotiates payment arrangements; determines ability to pay; establishes payment plans; verifies Medi-Cal eligibility; conducts skip tracing (research and determination of a debtor's whereabouts, employment, earnings, property, liabilities, assets and ability to pay); and researches probates and liens. Collections activities also include small-claims actions and lawsuits, wage attachments, tax interception, recordation of Reimbursement Agreements and return of delinquent accounts to the Court for issuance of bench warrants, Orders to Show

Cause or referral to civil collection processes. Specialized collections areas include third party payment, Workers Compensation, compromise requests, bankruptcy, and victim restitution.

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 require reports. In addition, DOR administers the contracted County parking violation collection service, the 2nd 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

Department of Revenue-Health and Hospital System Partnership

Significant changes in the Health and Hospital System (HHS) brought about by upgrades and reorganizations, as well as by Health Care Reform have correspondingly impacted all aspects of the health care system, including medical debt management and collection services provided by the DOR.

DOR collects delinquent debt for the hospital, thus a high priority is placed on the partnership between DOR and HHS. The new HealthLink system now includes DOR staff in its user base and has incorporated account referral processes and shared information. Shared goals for an improved service model include streamlined front-end information and documentation gathering from patients, efficiencies in early identification of special assistance and ability-to-pay programs for patients, reduction in case transfer errors, and improvements in the debt compromise process. The new patient-flow design is set up so that patient status and progress are tracked throughout the course of treatment. Required information will be complete sooner and/or at the point of discharge - a large benefit to DOR where accurate patient information is essential. There is a plan to re-design hospital letters to provide accelerated payment pursuit. Increased attempts to collect will be made before cases referred to DOR.

One possible outcome of these efforts may be greater collection success before the referral to DOR. Early data is showing a general decrease in account referrals to DOR. If this trend continues, over the long term, DOR referrals and collections could decrease, though overall County revenue recovery will improve.

Victim Restitution

DOR collects court-ordered debt that may include restitution owed to victims of crime. There is strong support in existing California statute and the California constitution for recognizing the rights of all persons who suffer losses as a result of criminal activity, and for

providing assistance in seeking and securing restitution from the persons convicted of the crimes for causing the losses they suffer.

DOR continues to chair the Countywide Victim Restitution Committee, 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, Department of Correction, Superior Court and Victim Witness Center.

DOR partnership activities include the development of faster turnaround in documentation transfers; proactive tracking and cross-departmental inquiry and request mechanisms; and increased research and corrective action processes. The Department has been involved with the new Prevention & Early Intervention (PEI) Program which is a "restitution diversion" program for juveniles. Escheatment research and outreach were expanded several years ago and continue currently. Unclaimed restitution payments were escheated on Fiscal Year 2014.

County departments and the Superior Court are collaborating to investigate where benefit to victims can be enhanced by changing and/or streamlining restitution collection and revenue distribution protocols. Recently, a standing court order was developed that will facilitate a proposed new methodology for the distribution of payment to victims. As a result, the Department expects to see increased and more rapid payment of restitution to victims, with an offsetting delay or reduction in the collection of fines and fees that are revenue to the County and other entities. DOR will return to the Board with a full report regarding implementation plans, including resource needs and revenue impacts in August 2014.

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. DOR presented its request for remodeling to the Administrative Capital Committee to assist in this effort.

Countywide Parking

Following a revision of the County's parking ordinance in FY 2013, the Countywide Parking Management CLT established Parking Administrative Guidelines (PAG) and a Countywide committee to maintain them in order to meet the objectives of efficient use of limited

parking areas, ease public and employee access to County facilities, and support the County's environmental goals, including the support of alternative commuting and the reduction of greenhouse gas emissions. The committee, Parking Enforcement Review Committee (PERC) is chaired by DOR. Future considerations for the PERC include signage review, parking permit reorganization, and development of a program for the ongoing promulgation of County parking services and requirements.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2015.

Department of Revenue— Budget Unit 148 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2148	Revenue Fund 0001	\$ 8,871,310	\$ 10,059,211	\$ 10,656,541	\$ 10,697,811	\$ 638,600	6.3%
Total Net Expenditures		\$ 8,871,310	\$ 10,059,211	\$ 10,656,541	\$ 10,697,811	\$ 638,600	6.3%

Department of Revenue— Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2148	Revenue Fund 0001	\$ 8,871,310	\$ 10,059,211	\$ 10,656,541	\$ 10,697,811	\$ 638,600	6.3%
Total Gross Expenditures		\$ 8,871,310	\$ 10,059,211	\$ 10,656,541	\$ 10,697,811	\$ 638,600	6.3%

Department of Revenue— Budget Unit 148 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 7,498,565	\$ 8,289,764	\$ 8,947,166	\$ 8,947,166	\$ 657,402	7.9%
Services And Supplies	1,372,745	1,769,447	1,709,375	1,750,645	(18,802)	-1.1%
Total Net Expenditures	\$ 8,871,310	\$ 10,059,211	\$ 10,656,541	\$ 10,697,811	\$ 638,600	6.3%



Department of Revenue— Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2148	Revenue Fund 0001	\$ 13,181,034	\$ 12,495,208	\$ 12,871,500	\$ 12,871,500	\$ 376,292	3.0%
Total Revenues		\$ 13,181,034	\$ 12,495,208	\$ 12,871,500	\$ 12,871,500	\$ 376,292	3.0%

Department of Revenue— Budget Unit 148 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Other Than Current Property	\$ 419,844	\$ 356,000	\$ 331,000	\$ 331,000	\$ (25,000)	-7.0%
Licenses, Permits, Franchises	1,533,751	1,470,000	1,500,000	1,500,000	30,000	2.0%
Fines, Forfeitures, Penalties	1,572,479	1,405,500	1,405,500	1,405,500	—	—
Charges For Services	9,056,495	8,838,708	9,185,000	9,185,000	346,292	3.9%
Other Financing Sources	598,465	425,000	450,000	450,000	25,000	5.9%
Total Revenues	\$ 13,181,034	\$ 12,495,208	\$ 12,871,500	\$ 12,871,500	\$ 376,292	3.0%

Revenue Fund 0001 — Cost Center 2148 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	88.0	\$ 10,059,211	\$ 12,495,208
Board Approved Adjustments During FY 2014	—	45,321	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	628,532	—
IntraCounty Adjustments	—	(49,072)	—
Other Adjustments	—	(27,451)	376,292
Subtotal (Current Level Budget)	88.0	\$ 10,656,541	\$ 12,871,500
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 41,270	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 41,270	\$ —
Recommended Budget	88.0	\$ 10,697,811	\$ 12,871,500





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.



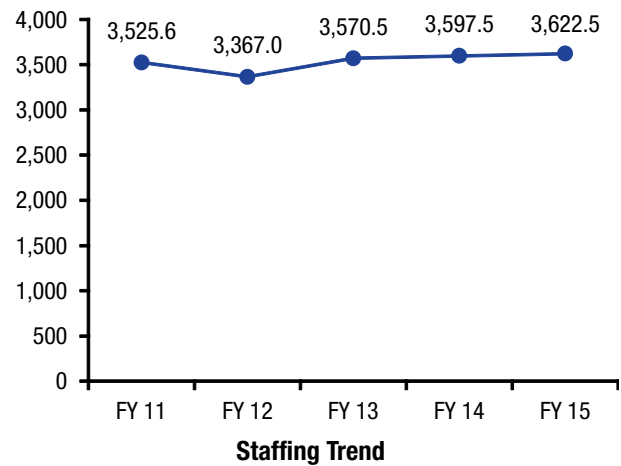
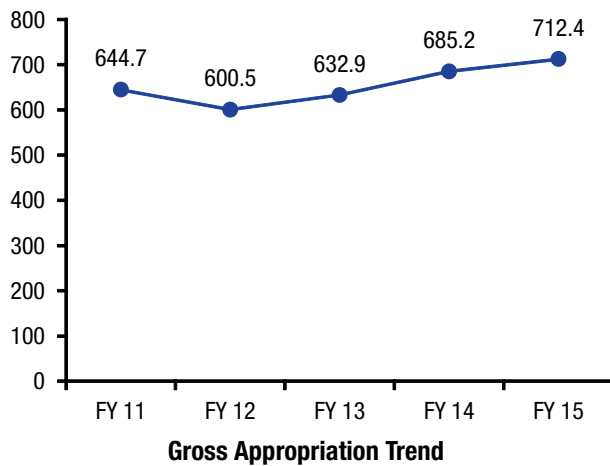
Departments

- 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 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
202	District Attorney Department	\$ 92,050,034	\$ 97,214,473	\$ 103,598,897	\$ 104,617,482	\$ 7,403,008	7.6%
204	Public Defender	46,609,318	50,125,897	52,774,029	53,237,074	3,111,177	6.2%
210	Office of Pretrial Services	4,581,483	5,542,984	5,955,079	5,992,044	449,060	8.1%
217	Criminal Justice Support	46,187,658	52,938,052	41,960,817	41,960,817	(10,977,235)	-20.7%
230	Sheriff's Department	113,382,499	126,173,308	129,112,034	129,673,234	3,499,926	2.8%
235	Sheriff's Doc Contract	116,163,878	116,586,168	123,481,581	123,481,581	6,895,413	5.9%
240	Department of Correction	67,709,834	76,602,105	80,839,712	80,575,166	3,973,061	5.2%
246	Probation Department	127,236,379	141,374,768	150,639,023	151,313,930	9,939,162	7.0%
293	Med Exam-Coroner Fund 0001	3,488,128	3,838,933	3,973,961	3,995,356	156,423	4.1%
Total Net Expenditures		\$ 617,409,213	\$ 670,396,689	\$ 692,335,133	\$ 694,846,684	\$ 24,449,995	3.6%

Gross Expenditures By Department

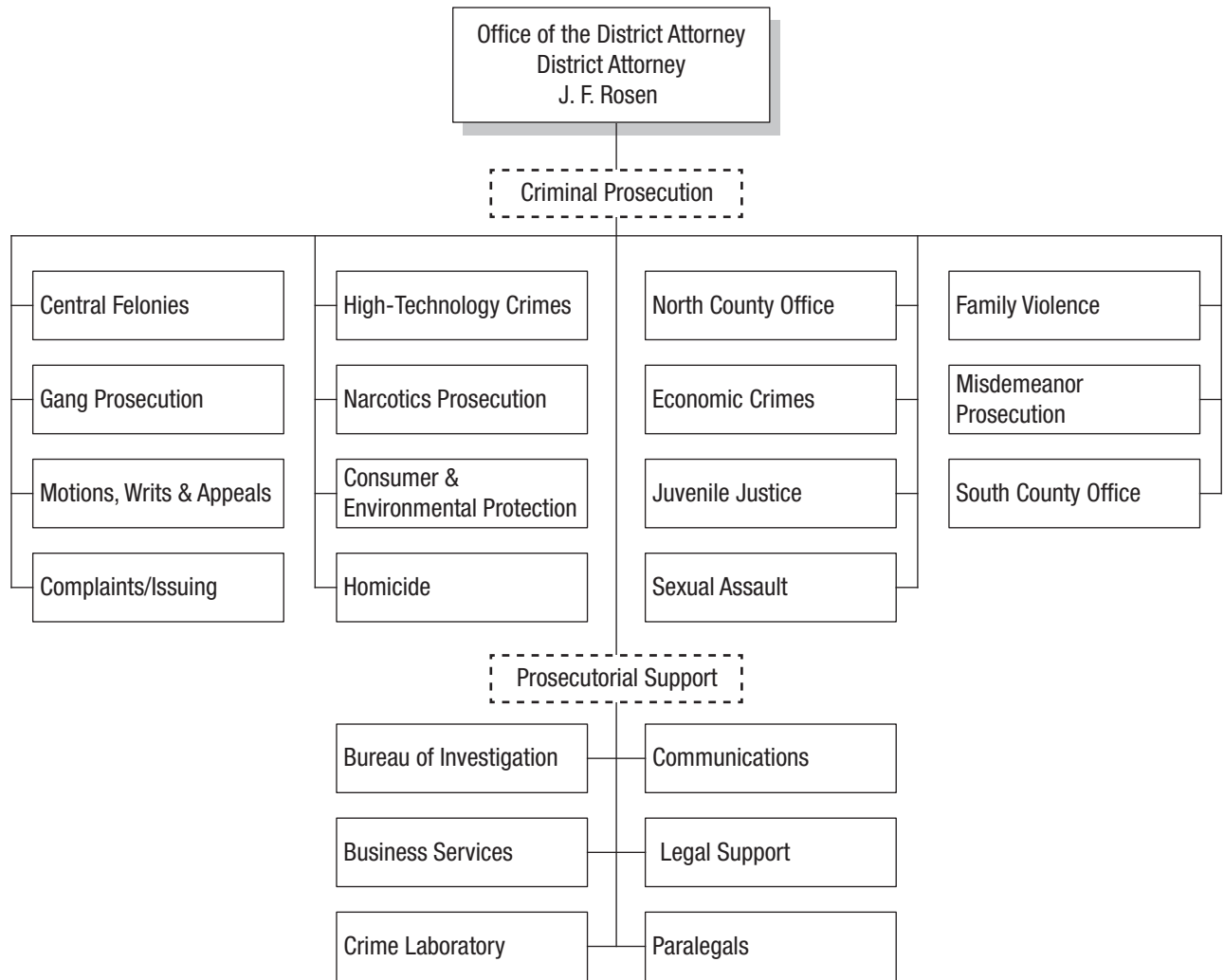
BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
202	District Attorney Department	\$ 97,819,093	\$ 103,059,683	\$ 112,816,139	\$ 113,834,724	\$ 10,775,041	10.5%
204	Public Defender	46,958,763	50,550,855	53,198,987	53,662,032	3,111,177	6.2%
210	Office of Pretrial Services	4,584,183	5,820,237	6,232,332	6,269,297	449,060	7.7%
217	Criminal Justice Support	46,187,658	52,938,052	41,960,817	41,960,817	(10,977,235)	-20.7%
230	Sheriff's Department	118,096,176	133,800,491	136,171,923	136,733,123	2,932,632	2.2%
235	Sheriff's Doc Contract	116,163,878	116,586,168	123,481,581	123,481,581	6,895,413	5.9%
240	Department of Correction	67,922,690	76,786,320	81,008,670	80,744,124	3,957,804	5.2%
246	Probation Department	127,567,856	141,780,206	151,044,461	151,719,368	9,939,162	7.0%
293	Med Exam-Coroner Fund 0001	3,488,128	3,838,933	3,973,961	3,995,356	156,423	4.1%
Total Gross Expenditures		\$ 628,788,426	\$ 685,160,946	\$ 709,888,871	\$ 712,400,422	\$ 27,239,477	4.0%

Revenues By Department

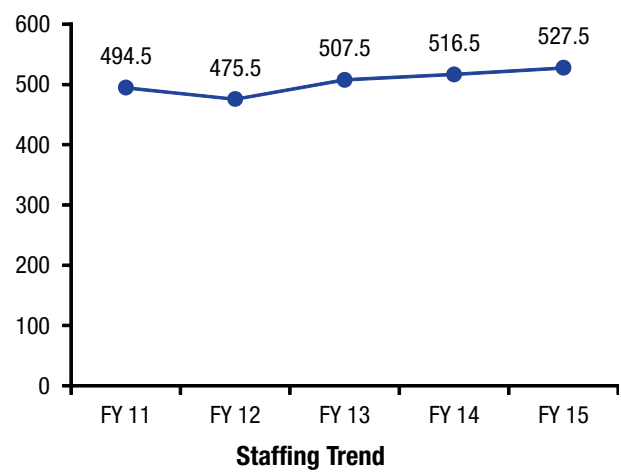
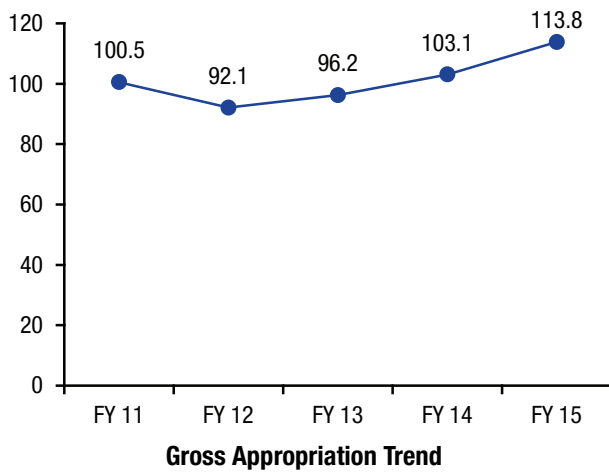
BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
202	District Attorney Department	\$ 15,820,233	\$ 18,268,820	\$ 18,587,501	\$ 18,728,946	\$ 460,126	2.5%
204	Public Defender	663,454	1,202,077	1,141,308	1,187,616	(14,461)	-1.2%
210	Office of Pretrial Services	530,626	1,255,443	1,223,108	1,283,416	27,973	2.2%
217	Criminal Justice Support	191,668,223	205,182,565	211,831,007	211,831,007	6,648,442	3.2%
230	Sheriff's Department	53,945,706	56,879,843	57,277,360	57,446,853	567,010	1.0%
235	Sheriff's Doc Contract	4,294,794	8,163,425	8,374,942	9,151,824	988,399	12.1%
240	Department of Correction	17,172,571	14,861,633	14,779,909	15,023,153	161,520	1.1%
246	Probation Department	40,021,255	43,490,754	42,709,670	43,960,432	469,678	1.1%
293	Med Exam-Coroner Fund 0001	312,727	394,367	394,367	394,367	—	—
Total Revenues		\$ 324,429,589	\$ 349,698,927	\$ 356,319,172	\$ 359,007,614	\$ 9,308,687	2.7%



Office of the District Attorney

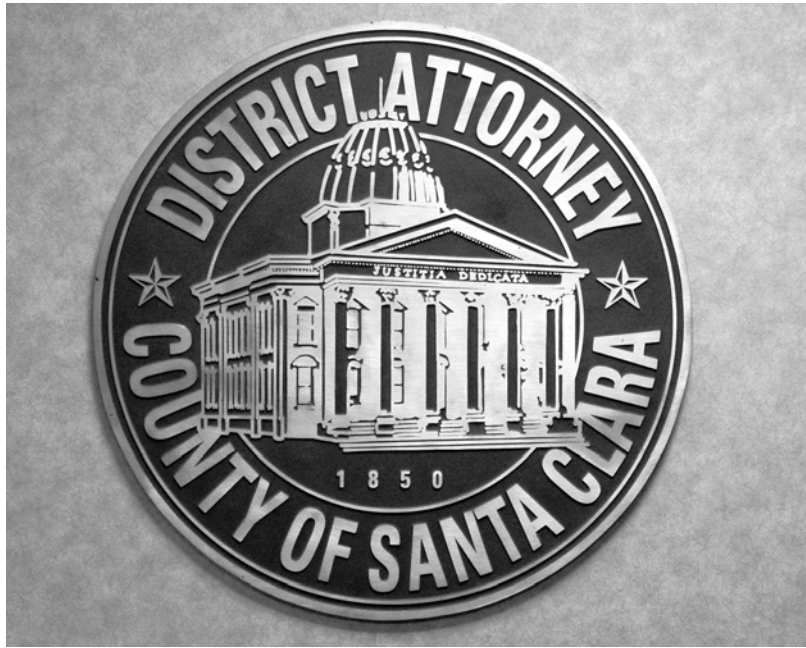


Section 2: Public Safety and Justice



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.

Following 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

The Consumer Protection Unit receives inquiries 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 such 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** – 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 fraud resulting in a foreclosure notice.

Family Violence

This team reviews, files, and prosecutes crimes of domestic violence; physical abuse, endangerment, and neglect of children, elders, and dependent adults; as well as child abduction crimes.

Significant research over the last decade has shown that different types of violence in the home are interrelated and have serious consequences for the safety of all family members, as well as for the community. For children, the danger of living in a violent home is not limited to the possibility that intimate partner violence will spill over into child abuse. Unfortunately, research has shown that children who observe intimate partner violence or are physically abused tend to have higher levels of behavioral problems as children, and as they become adults, tend to have higher levels of crime and substance abuse problems.

In addition to aggressively pursuing offender accountability, the Family Violence Team actively pursues an agenda that acknowledges that the cycle of violence begins anew when children live in violent homes. The team promotes policies and procedures designed to help these children and parents overcome the effects of violence. In this way, the District Attorney's Office helps prevent children from becoming violent adults and/or adult victims.

Gang Prosecution

A gang is generally defined as a formal or informal ongoing group that has as one of its primary activities the committing of criminal acts. The adult Gang Prosecution Unit prosecutes gang-related felony offenses (including homicides) by using the vertical assignment approach. Gang Unit attorneys also prosecute violations of gang abatement court orders. The objective of the Gang Unit is:

- To maintain public order and safety.
- To respond to the crime caused by street gangs that threatens and terrorizes peaceful citizens.
- To stop this criminal activity.
- To provide for increased penalties for those found guilty of criminal gang involvement and eliminate the patterns, profits, and property helping criminal street gang activity, including street gang recruitment.

High-Technology Crimes

In Silicon Valley, the High-Technology Crime Unit is a necessity. This unit prosecutes criminal activity related to high technology, which occurs in these principal forms:

- Theft and sale of electronic items (computers, computer components and the like).
- Theft of trade secrets.
- Hacking and other illicit intrusions into computer systems.
- Identity theft.

Homicide

The Homicide Team handles the majority of murder cases that occur in Santa Clara County. Many of these cases are murders with allegations of special circumstances, which can result in imposition of the

death penalty; however, the District Attorney believes that the death penalty should be rarely imposed and reserved for only the worst of the worst murderers. Moreover, the District Attorney has implemented a protocol to decide whether to seek the death penalty within six months of filing criminal charges in order to minimize expense to the County, the courts, and the Public Defender's Office.

Juvenile Justice

The Juvenile Team focuses on disposition of cases involving juveniles, which may involve informal supervision, diversion, or certification to adult court for traditional prosecution. This team has created and implemented a number of specialized programs designed to meet the needs of the youthful offender while furthering the primary mission of public safety.

Misdemeanor Prosecution

The Misdemeanor Team is responsible for prosecuting more than 30,000 misdemeanor offenses of all kinds per year in the central portion of the County. These include misdemeanor-level offenses related to driving under the influence, driving without a license, domestic violence, petty theft, battery, and a wide variety of other crimes. In FY 2012, the DA's team was augmented to allow the legal representation of the People at out-of-custody misdemeanor arraignments.

Narcotics Team

The Narcotics Unit consists of a number of specialized units.

- The Anti-Drug Abuse Unit works with the County Narcotics Task Force and with a specialized unit within the San Jose Police Department under the terms of a State grant.
- The Asset Forfeiture Unit handles all cases dealing with seized drug proceeds. This can include cars, money, jewelry and homes.
- The Drug Treatment Court Team works in collaboration with the Courts, the Offices of the Public and Alternate Defender, the Probation Department, the Department of Mental Health, the Department of Public Health, the Department of Alcohol and Drug Services, and the Department of Correction in order to staff specialized courts to work towards effective drug treatment for addicts prosecuted in the County.

- The General Narcotics Felony Team consists of attorneys who handle court calendars with general court appearances and trials. These cases range from possession to sales of narcotics.
- The Major Narcotic Vendor Prosecution Unit handles high-level narcotics sales, possession for sale and manufacturing cases.

Sexual Assault Team

The Sexual Assault Team prosecutes felony violations of the sex registration laws, and prosecutions of sexual assaults on adult and child victims. Each year, the Sexual Assault Team handles over five hundred felony sexual assault cases and over one hundred fifty felony violations of the sex registration laws. Many of the cases prosecuted by the Sexual Assault Team carry potential life sentences mandated by the “One Strike” laws that apply to aggravated circumstances, such as multiple victims, kidnapping and burglary. In cases where defendants have mental disorders, a portion of this team adjudicates associated issues such as providing needed medication to those in custody, preventing the mentally ill felons from having guns, and keeping sexually violent predators in locked facilities.

Branch Offices and Specialized Units

The Office has teams in the Palo Alto (North County) and Morgan Hill (South County) court complexes. These teams prosecute felonies and misdemeanors committed in those areas of the County.

In addition to these major units, the Office has a number of smaller units focused on more specialized, but very important parts of the Office’s responsibilities.

Career Criminal Unit

The Career Criminal Unit prosecutes felonies committed by serious repeat offenders. Unit attorneys handle the majority of the Three Strikes cases filed in Santa Clara County. Each of these cases is reviewed by a group of senior attorneys to determine whether the District Attorney should exercise his discretion to seek a reduction from the life sentence penalties. In cases where this is done, the reasons are stated on the record in open court. Cases that are not reduced are assigned to unit attorneys who specialize in Three Strikes prosecutions and handle the cases from start to finish. In addition to Three Strikes cases, unit attorneys

prosecute serious and complex cases that benefit from having the same deputy district attorney handle the case from beginning to end.

Cold Case Unit

The Cold Case Unit takes a fresh look at serious cases that were previously unsolved. In many instances this entails use of new technologies, such as DNA analysis, that were not available at the time the crime was committed. In addition to technological advances, often the re-analysis of existing evidence by a different seasoned investigator and prosecutor can identify leads not identified initially. Regardless of the age of a case, it is a central focus of the Office to bring the perpetrators of crime to justice and to provide comfort and closure to victims.

Conviction Integrity Unit

Conviction integrity is central to the District Attorney’s mission. The unit is responsible for evaluating and implementing policies and protocols that assure convictions are based upon the highest levels of ethics and accuracy. In addition to implementing reforms, this unit is responsible for office training and error prevention. Finally, the unit cooperates with post-conviction investigations by outside counsel, and when appropriate, the evaluation and investigation of past convictions where reasonable concerns have been raised of actual innocence.

Public Integrity Unit

The Public Integrity Unit supervises the investigation of cases involving corruption of public officials and employees in their official capacities or in the performance of their duties and initiates criminal charges when appropriate, generally by grand jury indictment. Crimes include theft, embezzlement or misappropriation of public funds; and removal, alteration, destruction or falsification of public records. Other duties of the unit are enforcement of Political Reform Act provisions that relate to campaign filings and practices, enforcement of the Elections Code, and review of issues relating to the Brown Act, California’s open public meeting law.

Three Strikes Reform Unit

The Three Strikes Reform Unit was formed as a result of the passage of Proposition 36 in November 2012, which changed California sentencing rules to make fewer crimes eligible for 25 years to life sentences under the



Three Strikes Law. As inmates who are eligible for resentencing under the new law file petitions, this unit researches criminal history, prison behavioral and classification records, and all other relevant information about each inmate filing a petition in order to assess the level of danger to the public that the inmate represents. In cases where the Office opposes resentencing, this unit provides court representation in a hearing to determine whether the inmate presents “an unreasonable risk to public safety.”

Victim-Witness Assistance Program

The Office provides a variety of services to victims and witnesses of crime, both directly and through a contract relationship with Silicon Valley FACES, a non-profit agency. These services include:

- Crisis counseling
- Emergency assistance
- Resource & referral to other agencies
- Follow-up counseling
- Assistance with return of property taken as evidence
- Court assistance, accompaniment and support
- Victim compensation applications
- Information/orientation to the criminal justice system
- Restitution computation.

If eligible, compensation is available for medical and dental losses due to crime, psychological counseling for the victim and immediate family members for emotional trauma due to crime, assistance with relocation for domestic violence victims and sexual assault victims, and home security assistance if the victim is in danger of harm from the offender.

Prosecutorial Support

A variety of staff members in the Office have roles in support of the attorneys who are part of the teams described above. These employees bring their own professional skills and experience to these roles, all of which contribute to meeting the Office’s overarching goals of upholding safety and ensuring justice.

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/tool marks,

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/tool marks, 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

Human Trafficking

Given its location and international travel infrastructure, the Bay Area is a major target for human trafficking, both for commercially sexually exploited children and for forced labor. National studies indicate that as many as 100,000 children in the United States are victims of commercial sexual exploitation. The Office, along with the Human Trafficking Task Force (spearheaded by the San Jose Police Department) and the South Bay Coalition to End Human Trafficking, believe the numbers for the County are equally alarming.

Budget reductions in various agencies throughout the County have resulted in only a very small number of law enforcement personnel dedicated to this important and growing area of crime. The Office would like to pursue reinvigorating an interagency effort to:

- Educate – Raise public awareness of human trafficking in our County in order to help prevent it.
- Investigate – Actively investigate these crimes, which are most often perpetrated by organized, tech-savvy, sophisticated offenders who have an ability to control their victims.

- Incarcerate – Prosecute the crimes to achieve justice for the community and protect the victims of these crimes, who are frequently recent immigrants, runaway children, and other vulnerable youth and adults.

Public Safety Realignment

The Office of the District Attorney continues to play an important role in Public Safety Realignment, also referred to as AB 109, the State's effort to reduce prison overcrowding, recidivism, and the resulting costs.

In addition to ensuring that all sentencing in felony cases is conducted in compliance with these changes in the law, the Office's primary current role relates to providing legal representation for the People of the State of California in court hearings associated with modifications and revocations of supervision for Post Release Community Supervision (PRCS) and Mandatory Supervision (MS) offenders due to their failure to comply with the terms of their supervision, as well as parole revocation matters. These duties, along with the analysis necessary to fulfill the Office's role in the County's continuing efforts to successfully implement Realignment, are growing.

The District Attorney's Office will work in partnership with the Public Defender's Office to track and evaluate the workload associated with these efforts. The Office remains committed to supporting this new direction for

California's criminal justice system while continuing to ensure that the public safety of the County's residents is preserved.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Crime Lab Equipment and Validate Methodologies	↑	Improves performance and functionality	—	—	\$228,000
Augment Staff in the Real Estate Fraud Prosecution Unit	↑	Provides analytical support to the unit	1.0	—	—
Add Resources to Support Community Prosecution	↑	Focus on youth crime prevention	3.0	\$685,600	(\$107,933)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Crime Lab Equipment and Validate Methodologies

Recommended Action: Allocate one-time funds for comparison microscopes, digital cameras, and a workstation in the Lab's Firearms and Tool Marks section, and a consultant for the DNA unit.

Service Impact: Adding comparison microscopes, digital cameras and a workstation will allow the unit to significantly improve its turnaround times, provide excellent service to user agencies and support the increased workload, particularly in the area of latent fingerprint examination.

Hiring a consultant on a one-time basis to perform studies and validate new methodologies will streamline analysis, improve efficiency, and will determine their accuracy and reliability for the purpose of use as evidence in court. Hiring a consultant will allow laboratory staff to be fully engaged in performing its casework and stay current with workload demands.

Background: The Crime Laboratory continues to experience significant growth in its caseload. The areas which have been most affected are the Digital and Multi-Media Evidence, Firearms and Tool Marks, and DNA Units. The Digital and Multi-Media Evidence Unit has been challenged with a dramatic increase of crimes that involve the use of technology. The rapidly

advancing sophistication and amount of memory in hand-held devices makes searching for evidence contained in these devices a demanding and time-consuming task.

One-time Cost: \$228,000

↑ Augment Staff in the Real Estate Fraud Prosecution Unit

Recommended Action: Add 1.0 FTE Management Analyst position to the Real Estate Fraud Prosecution Unit in order to analyze the unit's performance, track revenues and expenditures, write reports such as the required annual report to the State on Real Estate Fraud activities, and provide support for management in designing systems, work flow, and policies in support of the unit's mission to prevent, investigate, and prosecute real estate fraud.

Service Impact: This position will provide much-needed analytical services to the Real Estate Fraud Prosecution Unit. The Office is required, by State law, to provide an annual report on the Office's efforts to prevent, investigate, and prosecute real estate fraud. This report requires a great deal of data analysis, research, and compilation of the results of significant investigations and trials. In addition, the Management Analyst position will provide budget tracking of revenues and expenditures related to Real Estate fraud, training and



orientation for new employees rotating from other assignments into the Real Estate Fraud Prosecution Unit (or for new employees starting in the unit), performance analysis, and development of work flow structures, management systems, and policies and procedures to support the unit and its managers.

Background: This position is funded by Real Estate fraud revenue. In FY2013, the Board of Supervisors approved increasing real estate fees attached to certain documents from \$3 to \$10. Since this action was taken in the latter part of the fiscal year, no expenditure increases were recommended for FY 2013, based on the need to track the additional revenues. Revenues exceeded expenditures in FY 2013 by \$1,078,344. This new position will be funded by recognizing the \$1,078,344 in deferred revenue over the course of the next 7 years. As a result, in FY 2022, the funding of the position is to be reassessed to ensure that other sources of revenue are available to continue to offset this cost. State law regarding these fees requires counties to spend all the proceeds on real estate fraud prevention and prosecution, these revenues have been booked into a deferred revenue account and only realized once expenditures are made that are qualified under the terms of the law.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0

Increased ongoing cost of \$141,445
is offset by Real Estate Fraud revenue.

↑ Add Resources to Support Community Prosecution

Recommended Action: Add resources to re-invigorate the Community Prosecution program:

- Add 1.0 FTE Criminal Investigator II/I
- Add 2.0 FTE Attorney IV/III/II/I
- \$38,000 for services and supplies

Service Impact: The Community Prosecution program is 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. The new positions will be stationed in under-served neighborhoods throughout the County.

Background: This recommendation responds to community input in favor of more effective crime prevention programs, along with findings by the Public Health Department that violence prevention is a key strategy to improve the community's long term health.

The long-term goal is to ultimately grow the Community Prosecution program from 1 prosecutor (the current staffing level) to 8 prosecutors and 2 investigators stationed in eight target neighborhoods in the County: Alum Rock/Milpitas, Burbank/Buena Vista, Gilroy, Washington/Downtown San Jose, Mountain View, Santee/Overfelt, Seven Trees, and Mayfair.

Positions Added: 3.0 FTE
Ongoing Cost: \$685,600

One-time Savings: \$107,933

2 months salary savings reflecting time for recruitment.

District Attorney Department— Budget Unit 202

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3810	HiTech React Grant Fund 0001	\$ 2,051,615	\$ 1,996,440	\$ 1,996,440	\$ 1,996,624	\$ 184	0.0%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	350,759	410,181	392,730	392,730	(17,451)	-4.3%
3812	Child Abuser Vertical Prosecution Fund 0001	6,154	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,452,358	2,417,851	2,446,586	2,446,586	28,735	1.2%
3816	Dis & Health Ins Grant Fund 0001	185,000	185,000	670,000	670,000	485,000	262.2%
3818	DA-Auto Insur Grant Fund 0001	863,500	815,356	863,500	863,500	48,144	5.9%
3819	DA - Urban Grant Fund 0001	759,994	899,480	959,551	959,551	60,071	6.7%
3820	Laboratory Of Criminalistics Fund 0001	9,305,826	9,903,596	10,568,120	10,803,738	900,142	9.1%
3825	DA Public Safety Realignment-F0001	266,915	296,640	347,028	347,028	50,388	17.0%
3832	Administrative Svcs Fund 0001	20,599,613	20,964,783	22,458,772	22,485,907	1,521,124	7.3%
3833	Paralegal Services Fund 0001	3,096,767	3,537,689	3,293,253	3,297,602	(240,087)	-6.8%
3834	Legal Spt Svcs Fund 0001	10,539,389	11,684,791	11,566,650	11,740,962	56,171	0.5%
3835	Welfare Fraud Investigations Fund 0001	(150,820)	3,607	(336,167)	(336,167)	(339,774)	-9,419.9%
3836	Attorneys Fund 0001	39,881,814	42,280,626	43,552,776	43,988,318	1,707,692	4.0%
3837	VW-CalEMA - F0001	811,381	740,992	740,992	740,992	—	—
3838	Victim Witness-BOC -F0001	1,029,770	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	—	—	3,001,224	3,142,669	3,142,669	NA
Total Net Expenditures \$		92,050,034 \$	97,214,473 \$	103,598,897 \$	104,617,482 \$	7,403,008	7.6%

District Attorney Department— Budget Unit 202

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3810	HiTech React Grant Fund 0001	\$ 2,051,615	\$ 1,996,440	\$ 1,996,440	\$ 1,996,624	\$ 184	0.0%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	350,759	410,181	392,730	392,730	(17,451)	-4.3%
3812	Child Abuser Vertical Prosecution Fund 0001	6,154	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,452,358	2,417,851	2,446,586	2,446,586	28,735	1.2%
3816	Dis & Health Ins Grant Fund 0001	185,000	185,000	670,000	670,000	485,000	262.2%



District Attorney Department— Budget Unit 202

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3818	DA-Auto Insur Grant Fund 0001	863,500	815,356	863,500	863,500	48,144	5.9%
3819	DA - Urban Grant Fund 0001	759,994	899,480	959,551	959,551	60,071	6.7%
3820	Laboratory Of Criminalistics Fund 0001	9,650,230	10,260,932	10,925,456	11,161,074	900,142	8.8%
3825	DA Public Safety Realignment-F0001	266,915	296,640	347,028	347,028	50,388	17.0%
3832	Administrative Svcs Fund 0001	21,357,608	21,619,502	23,260,257	23,287,392	1,667,890	7.7%
3833	Paralegal Services Fund 0001	3,545,570	3,970,480	4,104,075	4,108,424	137,944	3.5%
3834	Legal Spt Svcs Fund 0001	12,921,182	14,301,569	15,739,674	15,913,986	1,612,417	11.3%
3835	Welfare Fraud Investigations Fund 0001	1,143	339,809	35	35	(339,774)	-100.0%
3836	Attorneys Fund 0001	41,565,915	43,728,010	46,291,149	46,726,691	2,998,681	6.9%
3837	VW-CalEMA - F0001	811,381	740,992	740,992	740,992	—	—
3838	Victim Witness-BOC -F0001	1,029,770	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	—	—	3,001,224	3,142,669	3,142,669	NA
Total Gross Expenditures \$		97,819,093 \$	103,059,683 \$	112,816,139 \$	113,834,724 \$	10,775,041	10.5%

District Attorney Department— Budget Unit 202

Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 81,756,902	\$ 87,364,374	\$ 93,411,018	\$ 94,092,130	\$ 6,727,756	7.7%
Services And Supplies	15,822,176	15,387,009	19,405,121	19,664,594	4,277,584	27.8%
Fixed Assets	211,015	308,300	—	78,000	(230,300)	-74.7%
Operating/Equity Transfers	29,000	—	—	—	—	—
Total Gross Expenditures \$	97,819,093 \$	103,059,683 \$	112,816,139 \$	113,834,724 \$	10,775,041	10.5%
Expenditure Transfers	(5,769,059)	(5,845,210)	(9,217,242)	(9,217,242)	(3,372,032)	57.7%
Total Net Expenditures \$	92,050,034 \$	97,214,473 \$	103,598,897 \$	104,617,482 \$	7,403,008	7.6%



District Attorney Department— Budget Unit 202

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3810	HiTech React Grant Fund 0001	\$ 1,820,232	\$ 1,996,440	\$ 1,996,440	\$ 1,996,440	\$ —	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	350,620	410,181	392,730	392,730	(17,451)	-4.3%
3812	Child Abuser Vertical Prosecution Fund 0001	6,154	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,452,358	2,417,851	2,446,586	2,446,586	28,735	1.2%
3816	Dis & Health Ins Grant Fund 0001	185,000	185,000	670,000	670,000	485,000	262.2%
3818	DA-Auto Insur Grant Fund 0001	863,500	815,356	863,500	863,500	48,144	5.9%
3819	DA - Urban Grant Fund 0001	759,994	899,480	959,551	959,551	60,071	6.7%
3820	Laboratory Of Criminalistics Fund 0001	3,986,187	4,299,266	4,288,776	4,288,776	(10,490)	-0.2%
3825	DA Public Safety Realignment-F0001	231,828	296,640	347,028	347,028	50,388	17.0%
3832	Administrative Svcs Fund 0001	2,710,016	4,378,052	1,068,188	1,068,188	(3,309,864)	-75.6%
3833	Paralegal Services Fund 0001	99,511	99,511	130,000	130,000	30,489	30.6%
3834	Legal Spt Svcs Fund 0001	85,361	109,563	109,563	109,563	—	—
3836	Attorneys Fund 0001	428,323	543,046	496,705	496,705	(46,341)	-8.5%
3837	VW-CalEMA - F0001	811,380	740,992	740,992	740,992	—	—
3838	Victim Witness-BOC -F0001	1,029,770	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	—	—	3,000,000	3,141,445	3,141,445	NA
Total Revenues \$		15,820,233 \$	18,268,820 \$	18,587,501 \$	18,728,946 \$	460,126	2.5%

District Attorney Department— Budget Unit 202

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 5,111,318	\$ 6,810,096	\$ 6,798,282	\$ 6,939,727	\$ 129,631	1.9%
Other Financing Sources	3,786,284	4,585,995	4,375,758	4,375,758	(210,237)	-4.6%
Aid From Government Agencies - State	6,643,781	6,528,714	7,080,210	7,080,210	551,496	8.4%
Fines, Forfeitures, Penalties	44,590	42,317	40,000	40,000	(2,317)	-5.5%
Aid From Government Agencies - Federal	233,959	301,397	293,224	293,224	(8,173)	-2.7%
Revenue From Use Of Money/Property	301	301	27	27	(274)	-91.1%
Total Revenues \$	15,820,233 \$	18,268,820 \$	18,587,501 \$	18,728,946 \$	460,126	2.5%



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 2014 Approved Budget	— \$	1,996,440 \$	1,996,440
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	2,570	—
Other Adjustments	—	(2,570)	—
Subtotal (Current Level Budget)	— \$	1,996,440 \$	1,996,440
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	184 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	184 \$	—
Recommended Budget	— \$	1,996,624 \$	1,996,440

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 2014 Approved Budget	— \$	410,181 \$	410,181
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(17,451)	(17,451)
Subtotal (Current Level Budget)	— \$	392,730 \$	392,730
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	392,730 \$	392,730



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 2014 Approved Budget	—	\$ 2,417,851	\$ 2,417,851
Board Approved Adjustments During FY 2014	—	(2,530)	28,735
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	4,413	—
Other Adjustments	—	26,852	—
Subtotal (Current Level Budget)	—	\$ 2,446,586	\$ 2,446,586
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
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 2014 Approved Budget	—	\$ 185,000	\$ 185,000
Board Approved Adjustments During FY 2014	—	462,967	485,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	22,033	—
Subtotal (Current Level Budget)	—	\$ 670,000	\$ 670,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
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 2014 Approved Budget	— \$	815,356 \$	815,356
Board Approved Adjustments During FY 2014	—	45,659	48,144
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	135	—
Other Adjustments	—	2,350	—
Subtotal (Current Level Budget)	— \$	863,500 \$	863,500
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	863,500 \$	863,500

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 2014 Approved Budget	— \$	899,480 \$	899,480
Board Approved Adjustments During FY 2014	—	45,542	60,071
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(503)	—
Other Adjustments	—	15,032	—
Subtotal (Current Level Budget)	— \$	959,551 \$	959,551
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	959,551 \$	959,551



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 2014 Approved Budget	58.0	\$ 9,903,596	\$ 4,299,266
Board Approved Adjustments During FY 2014	1.0	246,098	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	699,548	—
IntraCounty Adjustments	—	9,330	—
Other Adjustments	—	(290,452)	(10,490)
Subtotal (Current Level Budget)	59.0	\$ 10,568,120	\$ 4,288,776
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 7,618	\$ —
Decision Packages			
Augment Crime Lab Equipment and Validate Methodologies	—	228,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 235,618	\$ —
Recommended Budget	59.0	\$ 10,803,738	\$ 4,288,776

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 2014 Approved Budget	—	\$ 296,640	\$ 296,640
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	50,388	50,388
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 347,028	\$ 347,028
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 347,028	\$ 347,028



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 2014 Approved Budget	171.0 \$	20,964,783 \$	4,378,052
Board Approved Adjustments During FY 2014	5.0	387,715	(2,971,252)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,155,042	—
IntraCounty Adjustments	—	74,790	(244,773)
Other Adjustments	—	(123,558)	(93,839)
Subtotal (Current Level Budget)	177.0 \$	22,458,772 \$	1,068,188
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	27,135 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	27,135 \$	—
Recommended Budget	177.0 \$	22,485,907 \$	1,068,188

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 2014 Approved Budget	33.5 \$	3,537,689 \$	99,511
Board Approved Adjustments During FY 2014	-1.0	(493,755)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	277,704	—
IntraCounty Adjustments	—	2,981	30,489
Other Adjustments	—	(31,366)	—
Subtotal (Current Level Budget)	32.5 \$	3,293,253 \$	130,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	4,349 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	4,349 \$	—
Recommended Budget	32.5 \$	3,297,602 \$	130,000



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 2014 Approved Budget	76.0	\$ 11,684,791	\$ 109,563
Board Approved Adjustments During FY 2014	1.0	(1,215,248)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,188,317	—
IntraCounty Adjustments	—	(3,774)	—
Other Adjustments	—	(87,436)	—
Subtotal (Current Level Budget)	79.0	\$ 11,566,650	\$ 109,563
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 9,942	\$ —
Decision Packages			
Add Resources to Support Community Prosecution	1.0	164,370	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 174,312	\$ —
Recommended Budget	80.0	\$ 11,740,962	\$ 109,563

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 2014 Approved Budget	2.0	\$ 3,607	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	(336,202)	—
IntraCounty Adjustments	—	(3,572)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ (336,167)	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ (336,167)	\$ —



Attorneys Fund 0001 — Cost Center 3836
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	176.0	\$ 42,280,626	\$ 543,046
Board Approved Adjustments During FY 2014	1.0	(950,601)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	2,516,708	—
IntraCounty Adjustments	—	(46,754)	(46,341)
Other Adjustments	—	(247,203)	—
Subtotal (Current Level Budget)	176.0	\$ 43,552,776	\$ 496,705
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 22,245	\$ —
Decision Packages			
Add Resources to Support Community Prosecution	2.0	413,297	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 435,542	\$ —
Recommended Budget	178.0	\$ 43,988,318	\$ 496,705

VW-CaIEMA - F0001 — Cost Center 3837
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 740,992	\$ 740,992
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 740,992	\$ 740,992
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 740,992	\$ 740,992



Victim Witness-BOC -F0001 — Cost Center 3838
Major Changes to the Budget

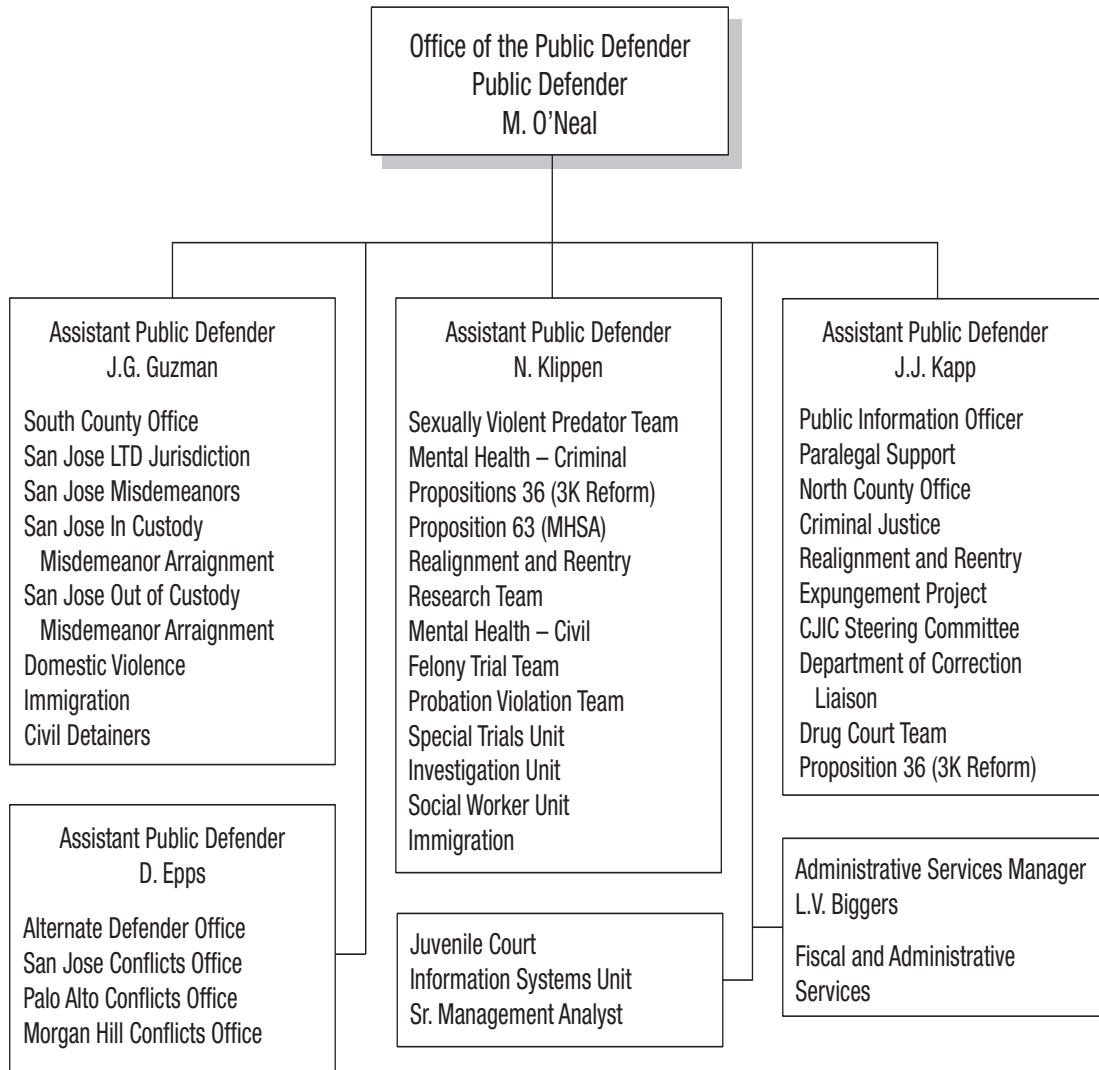
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 1,077,442	\$ 1,077,442
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,077,442	\$ 1,077,442
Recommended Changes for FY 2015			
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

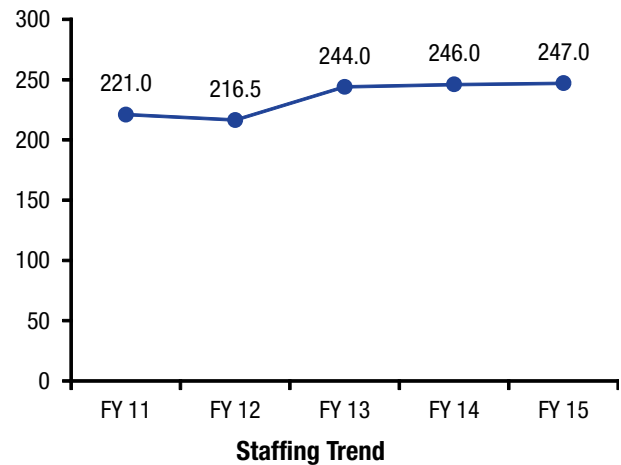
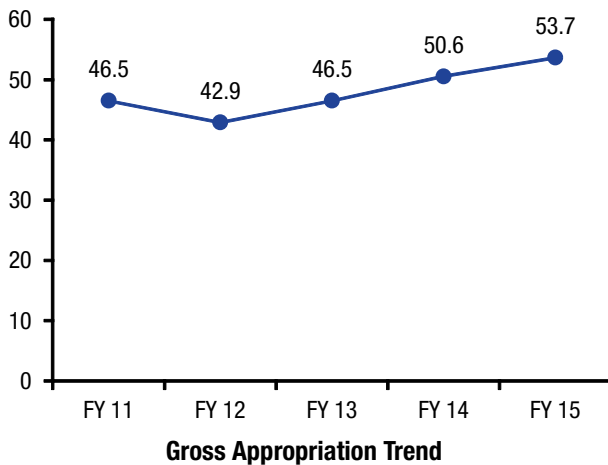
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2014	—	2,879,076	3,000,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	36,648	—
Other Adjustments	—	85,500	—
Subtotal (Current Level Budget)	—	\$ 3,001,224	\$ 3,000,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Staff in Real Estate Fraud Prosecution Unit	1.0	141,445	141,445
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 141,445	\$ 141,445
Recommended Budget	1.0	\$ 3,142,669	\$ 3,141,445



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 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 that representation at public expense. Therefore, a criminal

defendant is entitled to counsel at all critical stages of the proceedings against him or her. In all instances the Office of the Public Defender seeks to provide high quality, vigorous representation for its clients. This effort is in accord with the standard of care established by the California Supreme Court requiring that competent counsel act as a “diligent and conscientious advocate” for his or her client. The Office has developed a robust in-house training program to provide its attorneys, investigators and paralegals with the information, strategies and advice to assist them in effective advocacy for the clients.

Client Intake

A substantial number of clients represented by the Public Defender are incarcerated. From the time of initial arrest, a series of constitutional and statutory provisions designed to safeguard clients’ rights mandate that the Office quickly identify, interview and undertake representation of these defendants. Failure to initiate these actions promptly may jeopardize a criminal defendant’s Sixth Amendment right to counsel and a speedy trial.

Presence in Misdemeanor Arraignments

An arraignment is the first step in the court process. At arraignment a criminal defendant is advised of the charges filed against him, as well as her constitutional rights. If in custody, the individual has the right to address bail or other methods for release from custody. Historically the Public Defender always appeared at arraignments in felony cases, but was not staffed to represent clients on misdemeanor arraignment appearances. As a result, many defendants pleaded guilty to misdemeanor criminal charges without consulting with an attorney. Recognizing the increased complexity of misdemeanors, the serious consequences of a misdemeanor conviction, and the opportunity for justice system efficiencies, the Board of Supervisors provided resources for the Public Defender to staff in-custody misdemeanor arraignments in 2010. After the established success of this program, the Board extended the program in 2012 to include all out of custody misdemeanor arraignment calendars in Santa Clara County.

This historic expansion of services to the indigent accused now guarantees that any person who seeks Public Defender services on a misdemeanor case will be screened for financial eligibility and interviewed at the Courthouse by PDO paralegal staff in space provided by the Court. Deputy public defenders are present in court to appear with, and advise qualifying defendants of their rights, options and best case strategy. With the presence of deputy district attorneys, many clients are able to obtain just results in one court appearance. Justice system efficiencies are also realized by a streamlined information exchange with deputy district attorneys at this first court appearance. Justice system partners anticipate that the time to final resolution of misdemeanor cases throughout the county court system should shorten as investigation and trial preparation of contested cases is started earlier in the court process.

Case Investigation

An independent investigation of the facts and assumptions underlying a law enforcement case against the client is perhaps the single most critical service that a defender can provide. It is the Public Defender's obligation to take a fresh look at the client's case and to test the state's premises for prosecution. Prompt and effective investigation of the facts of the case by Public Defender staff provides the attorney with information critical to the preparation of the best defense for the

client. Undertaking investigation at the onset of a case is invaluable in determining whether witnesses should be subpoenaed and the case should proceed to trial or whether a favorable early settlement of the case should be attempted through one of the court's early resolution options.

Presentation of Alternatives to Incarceration

While the goal is to obtain an acquittal for clients where possible, careful development of mitigating factors which can impact sentencing alternatives is also an important and mandated aspect of quality criminal defense services. Representation does not end with a plea of guilty or a conviction at trial. The Office of the Public Defender must strive to lessen the impact of sentencing on the clients where possible by exploring available alternatives to incarceration and presenting such alternatives to the Court. The lawyers and paralegal staff work with a variety of community programs in an attempt to find the right resource for each client and present a sentencing plan that takes into account the needs of the individual.

County Collaborative Efforts

The Office of the Public Defender is involved in many collaborative projects that reflect commitment to improve County services for the indigent and mentally ill, as well as the justice system. These projects include the Santa Clara County Superior Court's Criminal Court Systems Committee, CJIC Steering Committee, Juvenile Justice System Collaborative, the City of San Jose's Mayor's Gang Prevention Task Force, in addition to 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, 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.

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

Parole Revocations Under Realignment

AB 109, also referred to as Public Safety Realignment, became effective October 1, 2011. This legislation is strongly viewed as the most sweeping change to California sentencing in recent history. Realignment amended the law so that most low level felonies result in local jail sentences rather than state prison. In addition, Probation assumed supervisory responsibilities for those released from state prison on Post Release Community Supervision (PRCS) and those released on Mandatory Supervision (MS) after serving a split sentence under Penal Code section 1170(h). On July 1, 2013 parole revocations began to be heard by Santa Clara County judges rather than by a California Department of Corrections and Rehabilitation (CDCR) hearing officers at the state level. Issues remain related to the lack of historical communication with parole by County criminal justice groups, as well as the failure of State Parole to provide rap sheets when revocation petitions are filed. The Public Defender Office is in communication with the District Attorney to address the cost of providing the rap sheets to the Public Defender Office.

Creative Solutions to Resource Needs

The Public Defender has creatively dealt with many of the staff reductions and increased caseloads. The Public Defender actively seeks out fellowships and collaboration with nationally recognized law schools such as Yale University Law School, UCLA, and Stanford University Law School. Other examples are the creation of a partnership with civil law firms in the Volunteer Attorney Program 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.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Increase Staffing for Immigration Expertise	↑	Increase quality of advice to clients regarding Immigration issues	1.0	\$246,796	(\$41,133)
Increase Resources for Garcia Torres Case	↑	Increase space and expert witness resources	—	\$217,000	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$46,308)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Increase Staffing for Immigration Expertise

Recommended Action: Add 1.0 FTE Attorney to enhance Immigration expertise.

Service Impact: 1.0 FTE Attorney is added to advise clients regarding the potential immigration consequences of any guilty plea or verdict. The importance of these consequences to non-citizen defendants can be as critical as the outcome of the criminal case itself.

Background: Court decision *Padilla v. Kentucky* (2009) 130 S.Ct. 1473, requires criminal defense attorneys advise clients regarding the potential immigration consequences of any guilty plea or verdict. The PDO is one of many public defender offices throughout the state grappling with what approach to take to meet this new requirement. Use of written training materials and a contract with a non-profit immigration law clinic have had limited success because the law changes so constantly in the arena of immigration courts, and immigration law specialists are not typically conversant with the criminal courts, reducing the effectiveness of their advice to deputy public defenders.

Positions Added: 1.0 FTE

Ongoing Cost: \$246,796

One-time Savings: \$41,133

2 months salary savings reflecting time for recruitment

↑ Increase Resources for Garcia Torres Case

Recommended Action: Increase Services and Supplies resources needed for a leased facility and expert witness costs related to the Garcia Torres homicide case.

Service Impact: The Department will have the resources to procure space and expert witnesses needed while defending Antolin Garcia Torres. The office will also have the flexibility to move other Alternate Defender Office staff to the alternate facility as required.

Background: The Alternate Defender Office represents Antolin Garcia Torres in the alleged homicide of Sierra LaMar. This case may be one of the most discovery intensive cases ever handled by the office.

The representation of Mr. Garcia-Torres presents multiple logistic challenges that the Alternate Defender Office (ADO) has never confronted. The discovery process is not complete and already the legal team is in possession of more than 10,000 bate-stamped pages of material. This number does not include exhibits, charts, and photographs in the department's possession. The case is expected to continue to grow in volume.

The case requires its own workspace and a dedicated team of professionals, which is a challenge due to the current ADO office space being at maximum capacity.

Ongoing Cost: \$217,000

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources.

One-time Savings: \$46,308

Public Defender— Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3500	Public Defender Fund 0001	\$ 38,425,923	\$ 41,472,637	\$ 43,247,850	\$ 43,705,267	\$ 2,232,630	5.4%
3501	Alternate Public Defender Fund 0001	7,814,859	8,066,614	8,921,792	8,927,420	860,806	10.7%
3502	AB109 Realignment - F0001	368,537	586,646	604,387	604,387	17,741	3.0%
Total Net Expenditures		\$ 46,609,318	\$ 50,125,897	\$ 52,774,029	\$ 53,237,074	\$ 3,111,177	6.2%

Public Defender— Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3500	Public Defender Fund 0001	\$ 38,775,368	\$ 41,897,595	\$ 43,672,808	\$ 44,130,225	\$ 2,232,630	5.3%
3501	Alternate Public Defender Fund 0001	7,814,859	8,066,614	8,921,792	8,927,420	860,806	10.7%
3502	AB109 Realignment - F0001	368,537	586,646	604,387	604,387	17,741	3.0%
Total Gross Expenditures		\$ 46,958,763	\$ 50,550,855	\$ 53,198,987	\$ 53,662,032	\$ 3,111,177	6.2%

Public Defender— Budget Unit 204 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 42,713,582	\$ 45,758,376	\$ 48,834,235	\$ 49,039,898	\$ 3,281,522	7.2%
Services And Supplies	4,245,182	4,792,479	4,364,752	4,622,134	(170,345)	-3.6%
Total Gross Expenditures	\$ 46,958,763	\$ 50,550,855	\$ 53,198,987	\$ 53,662,032	\$ 3,111,177	6.2%
Expenditure Transfers	(349,445)	(424,958)	(424,958)	(424,958)	—	—
Total Net Expenditures	\$ 46,609,318	\$ 50,125,897	\$ 52,774,029	\$ 53,237,074	\$ 3,111,177	6.2%

Public Defender— Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3500	Public Defender Fund 0001	\$ 366,814	\$ 421,104	\$ 280,000	\$ 280,000	\$ (141,104)	-33.5%
3502	AB109 Realignment - F0001	296,640	780,973	861,308	907,616	126,643	16.2%
Total Revenues		\$ 663,454	\$ 1,202,077	\$ 1,141,308	\$ 1,187,616	\$ (14,461)	-1.2%



Public Defender— Budget Unit 204

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 106,304	\$ 106,104	\$ —	\$ —	(106,104)	-100.0%
Charges For Services	260,290	315,000	280,000	280,000	(35,000)	-11.1%
Other Financing Sources	296,860	780,973	861,308	907,616	126,643	16.2%
Total Revenues	\$ 663,454	\$ 1,202,077	\$ 1,141,308	\$ 1,187,616	\$ (14,461)	-1.2%

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 2014 Approved Budget	206.0	\$ 41,472,637	\$ 421,104
Board Approved Adjustments During FY 2014	-2.0	(485,539)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	2,539,324	—
IntraCounty Adjustments	—	(86,277)	—
Other Adjustments	—	(192,295)	(141,104)
Subtotal (Current Level Budget)	203.0	\$ 43,247,850	\$ 280,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 34,754	\$ —
Decision Packages			
Increase Staffing for Immigration Expertise	1.0	205,663	—
Increase Resources for Garcia Torres Case	—	217,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 457,417	\$ —
Recommended Budget	204.0	\$ 43,705,267	\$ 280,000

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 2014 Approved Budget	36.0	\$ 8,066,614	\$ —
Board Approved Adjustments During FY 2014	2.0	306,046	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	613,732	—
IntraCounty Adjustments	—	(5,482)	—
Other Adjustments	—	(59,118)	—
Subtotal (Current Level Budget)	39.0	\$ 8,921,792	\$ —
Recommended Changes for FY 2015			



Alternate Public Defender Fund 0001 — Cost Center 3501
Major Changes to the Budget

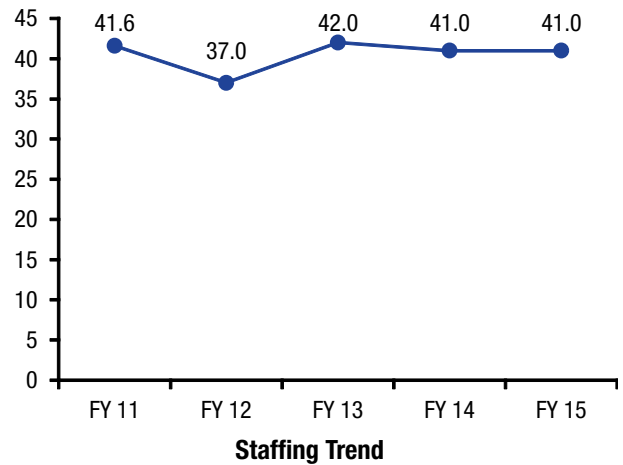
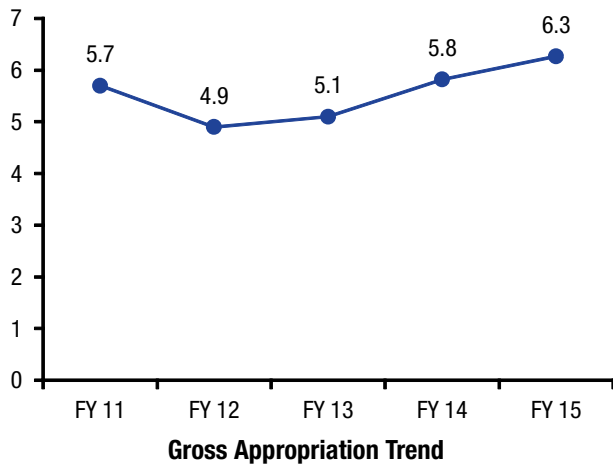
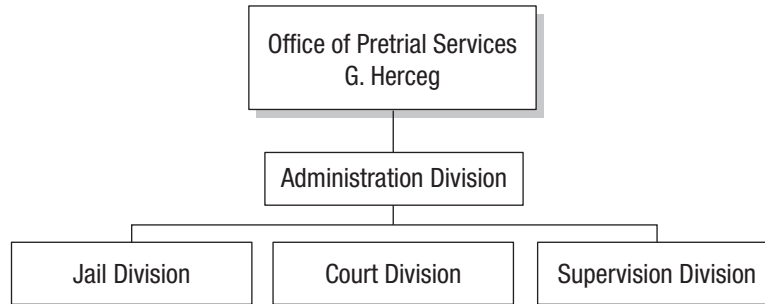
	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 5,628	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 5,628	\$ —
Recommended Budget	39.0	\$ 8,927,420	\$ —

AB109 Realignment - F0001 — Cost Center 3502
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	4.0	\$ 586,646	\$ 780,973
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	17,741	—
IntraCounty Adjustments	—	—	80,335
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 604,387	\$ 861,308
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ 46,308
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 46,308
Recommended Budget	4.0	\$ 604,387	\$ 907,616



Office of Pretrial Services



Public Purpose

- **Public Safety**
- **Social & Financial Benefits to the Community**
- **Equitable Treatment of the Accused**



Description of Major Services

Pretrial Services assists the criminal courts in the release and detention decision process by providing investigative reports and recommendations to judicial officers. In addition, Pretrial Services monitors and supervises pretrial defendants who have been released on court ordered conditions which address compliance, court appearance, and public safety. A varied group of Pretrial Services customers include the Courts, the Department of Corrections, 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 FY2014, 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

MOU with Superior Court

Since 2002 the department has had a MOU with Superior Court in which the department provides criminal background record checks to Family Court. It is unknown at this time what, if any, the impact of the State budget will have on the Court's ability to continue to fund this MOU. Revenue from this agreement fully supports four FTE positions within the department. This is a non-mandated function for the department and if the Court determines they must either reduce or eliminate funding, it will be necessary for the department to delete up to four FTE's; two Pretrial Service Officer I/II's and two Justice System Clerks I/II. All of these positions are currently filled. The Judges who receive services through this agreement are very supportive of the program due to the increased information they receive which assists them in their decision making. This has always been a year-to-year

agreement because the Court generally does not know until May whether they will have the funding to support this program. The total amount of funding for FY 2014 was \$423,732 and would be approximately \$466,990 for FY 2015.

County Consolidation of Drug Testing Services

In July of 2013, the Office assumed responsibility for drug testing approximately 700 Prop 36 defendants. This resulted in the Office collecting approximately 1100 more urine tests per month than in FY 2013. In addition, the Office experienced an increase of approximately 25% in its release population during 2013. This increase in the pretrial release population has also added more defendants in need of drug testing services. Between the Prop 36 population and the pretrial release population, the Office is now collecting over 1700 urine samples per month.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2015.

Office of Pretrial Services— Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,581,483	\$ 5,542,984	\$ 4,699,586	\$ 4,736,551	\$ (806,433)	-14.5%
3591	PTS AB109 Project - Fund 0001	—	—	1,255,493	1,255,493	1,255,493	NA
Total Net Expenditures		\$ 4,581,483	\$ 5,542,984	\$ 5,955,079	\$ 5,992,044	\$ 449,060	8.1%



Office of Pretrial Services— Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,584,183	\$ 5,820,237	\$ 4,976,839	\$ 5,013,804	\$ (806,433)	-13.9%
3591	PTS AB109 Project - Fund 0001	—	—	1,255,493	1,255,493	1,255,493	NA
Total Gross Expenditures		\$ 4,584,183	\$ 5,820,237	\$ 6,232,332	\$ 6,269,297	\$ 449,060	7.7%

Office of Pretrial Services— Budget Unit 210 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 4,054,005	\$ 4,868,935	\$ 5,142,154	\$ 5,142,154	\$ 273,219	5.6%
Services And Supplies	530,178	951,302	1,090,178	1,127,143	175,841	18.5%
Total Gross Expenditures	\$ 4,584,183	\$ 5,820,237	\$ 6,232,332	\$ 6,269,297	\$ 449,060	7.7%
Expenditure Transfers	(2,700)	(277,253)	(277,253)	(277,253)	—	—
Total Net Expenditures	\$ 4,581,483	\$ 5,542,984	\$ 5,955,079	\$ 5,992,044	\$ 449,060	8.1%

Office of Pretrial Services— Budget Unit 210 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 530,626	\$ 1,255,443	\$ 572,981	\$ 572,981	\$ (682,462)	-54.4%
3591	PTS AB109 Project - Fund 0001	—	—	650,127	710,435	710,435	NA
Total Revenues		\$ 530,626	\$ 1,255,443	\$ 1,223,108	\$ 1,283,416	\$ 27,973	2.2%

Office of Pretrial Services— Budget Unit 210 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 481,018	\$ 571,981	\$ 571,981	\$ 571,981	—	—
Other Financing Sources	49,608	683,462	651,127	711,435	27,973	4.1%
Total Revenues	\$ 530,626	\$ 1,255,443	\$ 1,223,108	\$ 1,283,416	\$ 27,973	2.2%



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 2014 Approved Budget	41.0 \$	5,542,984 \$	1,255,443
Board Approved Adjustments During FY 2014	—	(682,462)	(682,462)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(298,187)	—
IntraCounty Adjustments	—	138,876	—
Other Adjustments	—	(1,625)	—
Subtotal (Current Level Budget)	36.0 \$	4,699,586 \$	572,981
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	36,965 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	36,965 \$	—
Recommended Budget	36.0 \$	4,736,551 \$	572,981

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 2014 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2014	—	682,462	682,462
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	573,031	—
IntraCounty Adjustments	—	—	(32,335)
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0 \$	1,255,493 \$	650,127
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	60,308
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	60,308
Recommended Budget	5.0 \$	1,255,493 \$	710,435



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

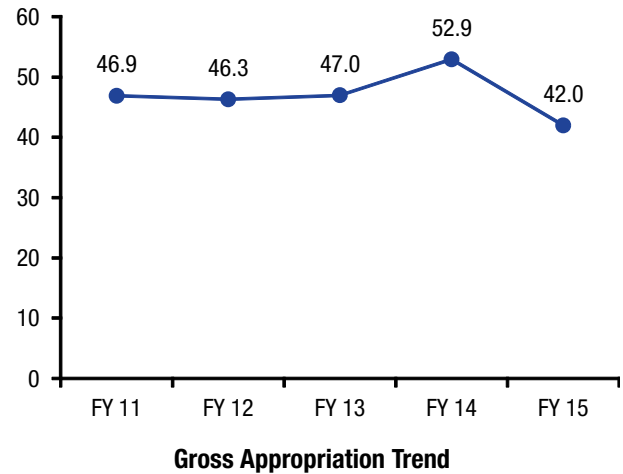
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- 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 2015 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 \$310,000 for FY 2015.

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 2015, the Administration is estimating that collections will total \$193,975,000, a \$6.975 million increase over anticipated FY 2014 collections of \$187 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 2014 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 2015, the County expects to receive \$39,709,506 of which \$593,280 is mandated for the District Attorney and the Public Defender. This amount is \$883,774 less than the FY 2014 allocation. The cost to maintain the current services has increased to a total of \$42,744,760.

The Administration is recommending \$592,045 in new one-time AB 109 programs and services in Behavioral Health and Department of Correction; and is also recommending the use of one-time AB 109 fund balance of \$3,628,534 be used to cover ongoing AB 109 costs.

County Executive's Recommendation

Maintain the current level budget for FY 2015.

Criminal Justice Support— Budget Unit 217 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 46,187,658	\$ 52,938,052	\$ 41,960,817	\$ 41,960,817	\$ (10,977,235)	-20.7%
Total Net Expenditures		\$ 46,187,658	\$ 52,938,052	\$ 41,960,817	\$ 41,960,817	\$ (10,977,235)	-20.7%

Criminal Justice Support— Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 46,187,658	\$ 52,938,052	\$ 41,960,817	\$ 41,960,817	\$ (10,977,235)	-20.7%
Total Gross Expenditures		\$ 46,187,658	\$ 52,938,052	\$ 41,960,817	\$ 41,960,817	\$ (10,977,235)	-20.7%



Criminal Justice Support— Budget Unit 217 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 46,187,658	\$ 46,938,052	\$ 41,960,817	\$ 41,960,817	\$ (4,977,235)	-10.6%
Reserves	—	6,000,000	—	—	(6,000,000)	-100.0%
Total Net Expenditures	\$ 46,187,658	\$ 52,938,052	\$ 41,960,817	\$ 41,960,817	\$ (10,977,235)	-20.7%

Criminal Justice Support— Budget Unit 217 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 191,668,223	\$ 205,182,565	\$ 211,831,007	\$ 211,831,007	\$ 6,648,442	3.2%
Total Revenues		\$ 191,668,223	\$ 205,182,565	\$ 211,831,007	\$ 211,831,007	\$ 6,648,442	3.2%

Criminal Justice Support— Budget Unit 217 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Fines, Forfeitures, Penalties	\$ 11,302,361	\$ 11,559,519	\$ 13,232,961	\$ 13,232,961	\$ 1,673,442	14.5%
Charges For Services	1,294,485	1,457,898	1,457,898	1,457,898	—	—
Aid From Government Agencies - State	175,742,537	183,000,000	193,975,000	193,975,000	10,975,000	6.0%
Other Financing Sources	3,328,841	9,165,148	3,165,148	3,165,148	(6,000,000)	-65.5%
Total Revenues	\$ 191,668,223	\$ 205,182,565	\$ 211,831,007	\$ 211,831,007	\$ 6,648,442	3.2%

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 2014 Approved Budget	—	\$ 52,938,052	\$ 205,182,565
Board Approved Adjustments During FY 2014	—	(873,064)	(873,064)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,061,554)	(5,126,936)
Other Adjustments	—	(6,042,617)	12,648,442
Subtotal (Current Level Budget)	—	\$ 41,960,817	\$ 211,831,007
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —

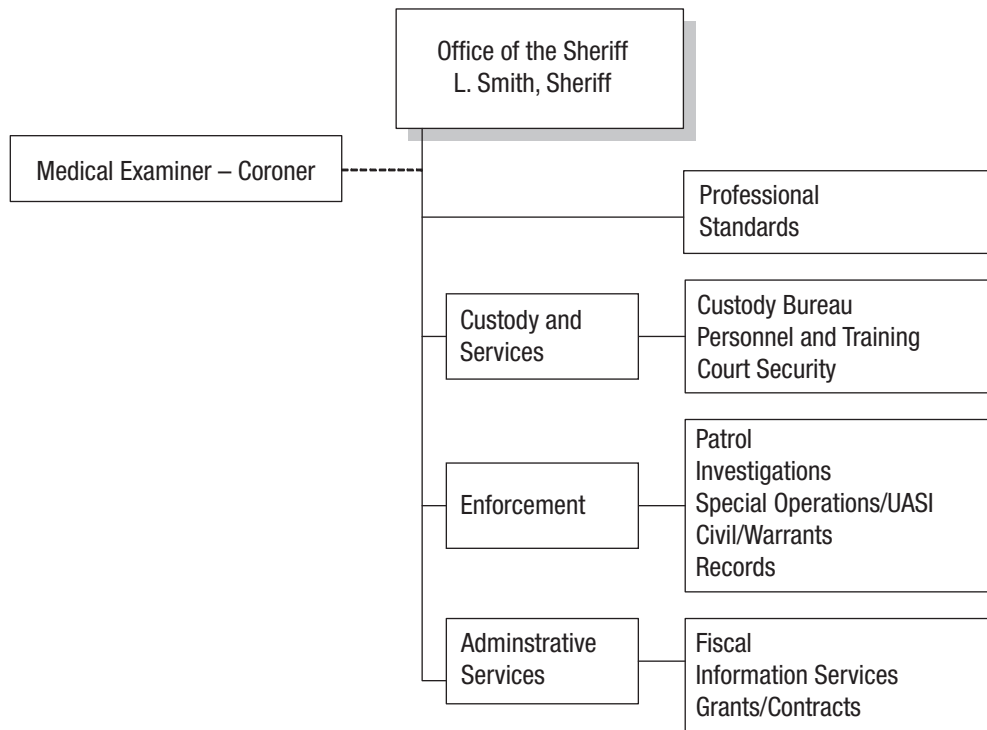


Courts & Conflicts Spt Fund 0001 — Cost Center 3217
Major Changes to the Budget

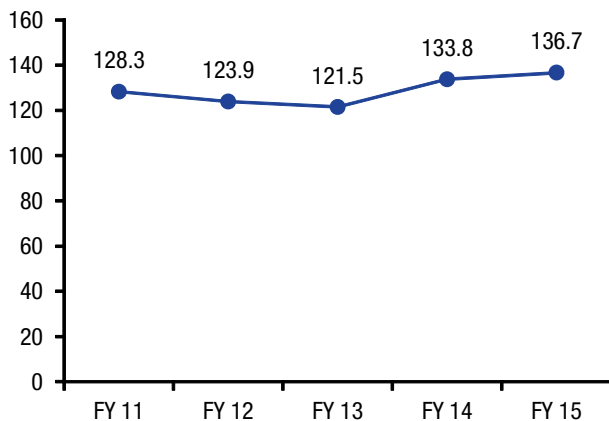
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	41,960,817 \$	211,831,007



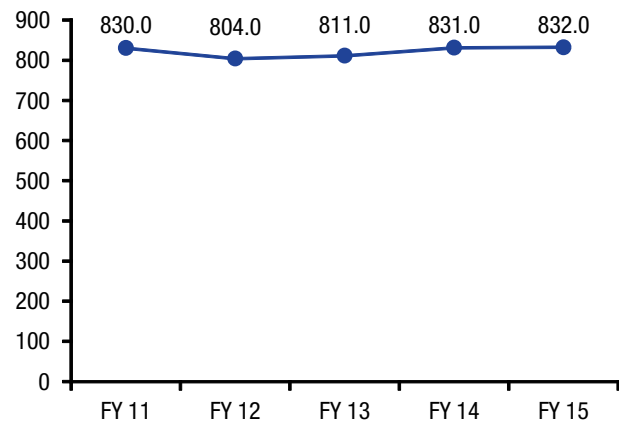
Office of the Sheriff



Section 2: Public Safety and Justice



Gross Appropriation Trend



Staffing Trend

In addition to the 832 positions above, the Sheriff has assigned an additional 741 jail detention services personnel to work at the Department of Correction.



Public Purpose

➔ Public Safety



Description of Major Services

The Office of the Sheriff is responsible for enforcing the law in the unincorporated areas of Santa Clara County, and serves as the municipal police department in three contract cities: Cupertino, Los Altos Hills and Saratoga. Contractual law enforcement services are also provided to:

- County Parks and Recreation Department
- Superior Court system
- Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- County Counsel

On July 1, 2010, the Board of Supervisors approved an administrative restructuring of the Department of Correction (DOC), wherein the Sheriff's Office and the DOC work in conjunction and cooperation regarding the daily jail functions. The Sheriff is the appointing authority for the badge positions, Custody Support Assistants, and non-badge administrative staff, such as fiscal and information technology. The Chief of

Correction is the appointing authority for specified non-badge operational staff in Food Services, Administrative Booking, Inmate Laundry, and Warehouse.

The Sheriff's Office has been responsible for the administrative management of the Medical Examiner - Coroner's Office since July 1, 2004.

The Sheriff is responsible for the execution of civil court orders issued within the County and the service of bench warrants. The Sheriff works in cooperation with other agencies to coordinate specialized Countywide law enforcement task forces, such as investigation of hi-tech crime, auto theft, domestic violence and violent sexual predators. Finally, the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, as designated by the State Office of Emergency Services.

Administrative Services

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 (Coplinc), 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, responsibility for the Santa Clara County Cal ID Program was transferred to the Office of the Sheriff in 2013, and this unit 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 Antone Valleys, and South Santa Clara County, including San Martin, unincorporated Morgan Hill, and unincorporated Gilroy. The Parks Safety Unit operates within this division, providing contract law enforcement services to the Santa Clara County Parks and Recreation Department. Patrol Services operates several specialized units, including the Rural Crimes Unit and the Field Training Office.

Court Services

This division provides security services to eleven facilities and ninety-six departments through a contract with the Superior Court of Santa Clara County. The division is responsible for the operation of ten security

screening stations, and five prisoner holding cell sites. Risk assessments are performed for all prisoner threat cases going to court each morning and afternoon.

Investigative Services

This division investigates alleged violations of Federal, State, and County laws and ordinances, as well as criminal issues concerning the County's Department of Correction. This unit investigates criminal activity and apprehends suspects, enabling prosecution of criminals and recovery of property losses. The Crime Scene Investigation and Court Liaison units operate within this division, as well as specialized units such as the Regional Auto Theft Task Force (RATTF), the Domestic Violence Unit, the Sexual Assault Felony Enforcement (SAFE), and the Rapid Enforcement Allied Computer Team (REACT).

Transit Patrol

The Santa Clara Valley Transportation Authority (VTA) contracts with the Sheriff's Office for general law enforcement services. Patrol deputies currently handle more than 850 dispatched events per month for the Valley Transportation Authority. The division includes a three-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.

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 SERT Team, 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 13,500 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. Currently, the number of Deputy vacancies is approximately 73, 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 as part of the mid-year budget review in Fiscal Year (FY) 2015 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. Analysis of crime and investigations data has shown that gang related criminal investigations have increased by 82% since 2010. The validated identification of gang members through field interviews has increased by 714% during the same time period. Office of the Sheriff Patrol Divisions work closely with the Special Operations and Investigations Divisions to identify and track gang crime.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Jail Investigative Unit for Gang, Narcotics, and PREA	↑	This unit will better address sexual assault incidents along with gang and narcotics activity within our jails.	3.0	\$427,080	—
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$169,493)

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

↑ Add Jail Investigative Unit for Gang, Narcotics, and PREA

Recommended Action: Add 3.0 FTE Deputy Sheriff positions for Jail Investigative Unit for Prison Rape Elimination Act (PREA), Narcotics, and Gang Investigation.

Service Impact: Adding 3 Sheriff Deputy (detective) positions will create 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 will also address gang and narcotics activity in our community and jails. Gang and narcotics investigations within the jails will involve gathering intelligence, and liaising with other law enforcement agencies to help prevent and solve gang and narcotics related crimes. The unit will be utilized for night time investigations within the community, or Crime Scene Investigation (CSI) duties since the department has deleted several detective positions in previous budget reductions.

This recommendation also provides more efficient coverage for supervising staff at both Main Jail and Elmwood. This is accomplished by allowing sergeants in the jail to supervise line staff and not be diverted or delegated to other responsibilities such as criminal investigations and report writing.

Additional resources are also recommended for Custody Health and Probation to better respond to the requirements imposed by the Prison Rape Elimination Act.

Positions Added: 3.0 FTE
Ongoing Cost: \$427,080

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources use of available one-time

One-time Savings: \$169,493



Sheriff's Department— Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
023001	Administration Fund 0001	\$ 4,834,207	\$ 4,947,272	\$ 5,199,007	\$ 5,202,208	\$ 254,936	5.2%
023002	Administrative Svcs Fund 0001	12,504,259	18,022,309	17,487,394	17,502,137	(520,172)	-2.9%
023003	Field Enforcement Bureau Fund 0001	46,213,410	50,362,265	52,620,647	53,111,462	2,749,197	5.5%
023004	Services Bureau Fund 0001	49,097,892	52,083,941	53,007,852	53,059,672	975,731	1.9%
023005	Internal Affairs Fund 0001	732,731	757,521	797,134	797,755	40,234	5.3%
Total Net Expenditures		\$ 113,382,499	\$ 126,173,308	\$ 129,112,034	\$ 129,673,234	\$ 3,499,926	2.8%

Sheriff's Department— Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
023001	Administration Fund 0001	\$ 5,066,314	\$ 4,947,272	\$ 5,199,007	\$ 5,202,208	\$ 254,936	5.2%
023002	Administrative Svcs Fund 0001	12,550,903	21,193,148	20,667,232	20,681,975	(511,173)	-2.4%
023003	Field Enforcement Bureau Fund 0001	49,796,103	53,576,904	55,502,918	55,993,733	2,416,829	4.5%
023004	Services Bureau Fund 0001	49,621,863	52,957,646	53,611,494	53,663,314	705,668	1.3%
023005	Internal Affairs Fund 0001	1,060,995	1,125,521	1,191,272	1,191,893	66,372	5.9%
Total Gross Expenditures		\$ 118,096,176	\$ 133,800,491	\$ 136,171,923	\$ 136,733,123	\$ 2,932,632	2.2%

Sheriff's Department— Budget Unit 230 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 103,130,366	\$ 116,674,740	\$ 118,187,365	\$ 118,614,445	\$ 1,939,705	1.7%
Services And Supplies	14,560,045	17,125,751	17,984,558	18,118,678	992,927	5.8%
Fixed Assets	405,765	—	—	—	—	—
Total Gross Expenditures	\$ 118,096,176	\$ 133,800,491	\$ 136,171,923	\$ 136,733,123	\$ 2,932,632	2.2%
Expenditure Transfers	(4,713,677)	(7,627,183)	(7,059,889)	(7,059,889)	567,294	-7.4%
Total Net Expenditures	\$ 113,382,499	\$ 126,173,308	\$ 129,112,034	\$ 129,673,234	\$ 3,499,926	2.8%



Sheriff's Department— Budget Unit 230

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
023001	Administration Fund 0001	\$ 872,234	\$ 697,135	\$ 704,093	\$ 729,648	\$ 32,513	4.7%
023002	Administrative Svcs Fund 0001	756,422	3,722,012	3,418,195	3,526,779	(195,233)	-5.2%
023003	Field Enforcement Bureau Fund 0001	20,707,551	20,905,729	21,719,052	21,719,052	813,323	3.9%
023004	Services Bureau Fund 0001	31,609,500	31,554,967	31,436,020	31,471,374	(83,593)	-0.3%
Total Revenues		\$ 53,945,706	\$ 56,879,843	\$ 57,277,360	\$ 57,446,853	\$ 567,010	1.0%

Sheriff's Department— Budget Unit 230

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Licenses, Permits, Franchises	\$ 23,774	\$ 52,604	\$ 41,250	\$ 41,250	\$ (11,354)	-21.6%
Fines, Forfeitures, Penalties	66,387	69,000	65,250	65,250	(3,750)	-5.4%
Aid From Government Agencies - State	194,057	90,000	90,000	90,000	—	—
Aid From Government Agencies - Federal	1,123,615	—	—	—	—	—
Other Financing Sources	35,985,965	38,217,087	38,268,875	38,438,368	221,281	0.6%
Charges For Services	16,458,231	17,812,080	18,172,913	18,172,913	360,833	2.0%
Revenue From Other Government Agencies	93,667	639,072	639,072	639,072	—	—
Revenue From Use Of Money/Property	11	—	—	—	—	—
Total Revenues	\$ 53,945,706	\$ 56,879,843	\$ 57,277,360	\$ 57,446,853	\$ 567,010	1.0%

Administration Fund 0001 — Cost Center 023001

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	18.0	\$ 4,947,272	\$ 697,135
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	284,504	—
IntraCounty Adjustments	—	(38,132)	6,958
Other Adjustments	—	5,363	—
Subtotal (Current Level Budget)	18.0	\$ 5,199,007	\$ 704,093
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 3,201	\$ 25,555



Administration Fund 0001 — Cost Center 023001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,201	\$ 25,555
Recommended Budget	18.0	\$ 5,202,208	\$ 729,648

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 2014 Approved Budget	167.0	\$ 18,022,309	\$ 3,722,012
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	907,324	—
IntraCounty Adjustments	—	162,772	(108,584)
Other Adjustments	—	(1,605,011)	(195,233)
Subtotal (Current Level Budget)	169.0	\$ 17,487,394	\$ 3,418,195
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 14,743	\$ 108,584
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 14,743	\$ 108,584
Recommended Budget	169.0	\$ 17,502,137	\$ 3,526,779

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 2014 Approved Budget	277.0	\$ 50,362,265	\$ 20,905,729
Board Approved Adjustments During FY 2014	-1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,273,420	—
IntraCounty Adjustments	—	1,107,975	—
Other Adjustments	—	(123,013)	813,323
Subtotal (Current Level Budget)	276.0	\$ 52,620,647	\$ 21,719,052
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 63,735	\$ —
Decision Packages			



Field Enforcement Bureau Fund 0001 — Cost Center 023003
Major Changes to the Budget

	Positions	Appropriations	Revenues
Jail Investigative Unit for Gang, Narcotics, and PREA	3.0	427,080	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 490,815	\$ —
Recommended Budget	279.0	\$ 53,111,462	\$ 21,719,052

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 2014 Approved Budget	363.0	\$ 52,083,941	\$ 31,554,967
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	1,001,077	—
IntraCounty Adjustments	—	224,400	117,737
Other Adjustments	—	(301,566)	(236,684)
Subtotal (Current Level Budget)	360.0	\$ 53,007,852	\$ 31,436,020
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 51,820	\$ 35,354
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 51,820	\$ 35,354
Recommended Budget	360.0	\$ 53,059,672	\$ 31,471,374

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 2014 Approved Budget	6.0	\$ 757,521	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	62,162	—
IntraCounty Adjustments	—	(19,837)	—
Other Adjustments	—	(2,712)	—
Subtotal (Current Level Budget)	6.0	\$ 797,134	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 621	\$ —



Internal Affairs Fund 0001 — Cost Center 023005
Major Changes to the Budget

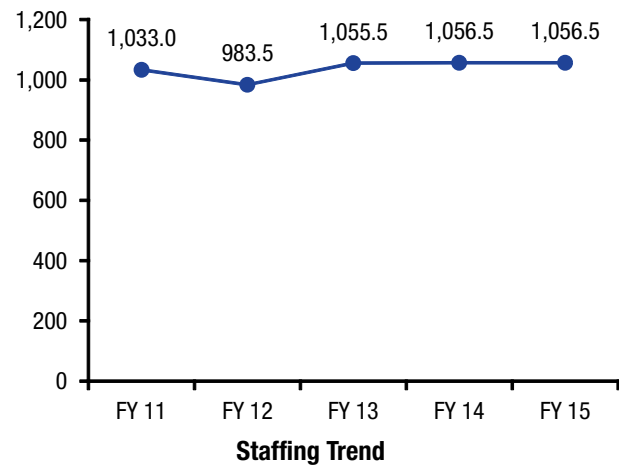
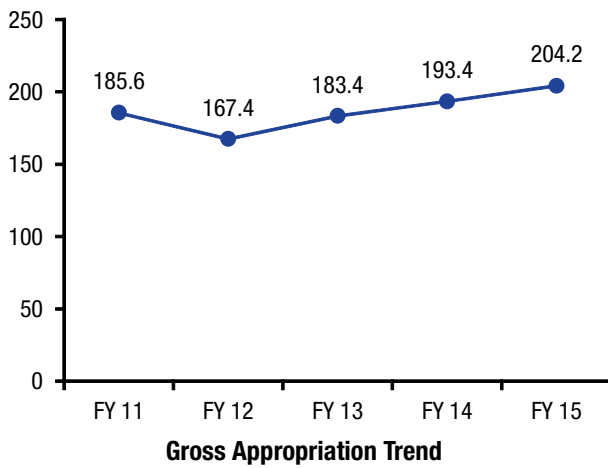
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 621	\$ —
Recommended Budget	6.0	\$ 797,755	\$ —



Department of Correction



Section 2: Public Safety and Justice



Of the above 1,056.5 positions, the Sheriff has authorized the assignment of 741 jail detention services personnel to work at the Department of Correction.



Public Purpose

- ➔ **Public Safety**
- ➔ **Compliance with Mandates**
- ➔ **Provide Programs to Enhance Inmate Reintegration into the Community**



Description of Major Services

The Department of Correction (DOC), in conjunction, collaboration, and cooperation with the Sheriff's Office, operates the County jails with correctional staff, as well as with contract staff and County staff providing ancillary services, institutional care, custody, treatment and rehabilitation to pre-sentenced and sentenced inmates. The DOC serves and protects citizens of the County by detaining, treating and rehabilitating inmates in a safe and secure environment, while providing humane care. The County maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

Custody

All inmates are properly identified, finger-printed, and photographed, following which each is evaluated for release or housing in the jail. To properly house inmates in safe and secure facilities and in the least restrictive environment, the following services include:

Intake Booking: All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Approximately 47,000 arrestees were accepted and processed at the County jail facilities in Fiscal Year 2013.

Release: Inmates who are scheduled for release are released in a timely manner.

Classify Inmates: The classification process is designed to identify the individual characteristics of each inmate based on behavior, criminal history, in-custody history, judicial status, and the individual or special needs of the inmate. Once compiled, the information is used to determine the inmate's security level and housing placement.

Inmate Labor Management: All sentenced inmates are required to work. The inmates are selected by the Assignment Officer, screened and approved by Classification and Medical to work. The management of inmate labor augments the work force in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills.

Alternative Sentencing: The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program.

Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates. The following service areas include:

Provide Shelter: All inmates are housed in an environment that meets California Code of Regulations Title 15 and 24 Environmental Health standards.

Inmates are provided a bed, furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas.

Provide Nutritious Food: The Food Service Division provides satisfying, nutritious and cost-effective meals in accordance with State mandates. The Food Service Division provides about 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 opportunity for two one-hour visits each week.

Provide Clean Laundry: The DOC projects it will wash approximately 1.8 million pounds of inmate laundry and handle approximately 107,000 pounds of homeless laundry annually for various local homeless shelters in Fiscal Year 2014.

Provide Access to Religious Services: All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis.

Provide Access to Telephones: All inmates are provided reasonable access to use telephones beyond those telephone calls required by Section 851.5 of the Penal Code.

Provide Access to Courts: All inmates are provided access to the Court and to legal counsel via mail, telephone, and confidential consultation with attorneys. Inmates are also provided access to legal documents via access to a contracted legal research services provider.

Provide Access to Mail: All inmates may correspond freely with family members and friends. Inmates may correspond confidentially with state and federal courts, attorneys, public officers, facility commanders, and the State Board of Corrections.

Medical Care

The DOC, through Custody Health Services, provides for reasonable standard care in order to achieve the appropriate level of health care. This includes medical, dental, mental health services and counseling.

Inmate Programs

Educational and treatment programs are designed to provide positive and productive opportunities for inmates, and to facilitate successful reintegration into the community. 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, and industrial safety.

Life Skills Classes: A variety of classes that are focused on individual topics related to life skills are provided to inmates.

Custodial Alternative Supervision Unit

The Custodial Alternative Supervision Unit (CASU) works with Rehabilitation Officers from the Programs Unit to complete eligibility screening of felons sentenced under the provisions of Penal Code section 1170(h) who wish to participate in out-of-custody programs. The Rehabilitation Officers, using a Correctional Assessment and Intervention System (CAIS) risk assessment tool, work with the inmates to develop individualized rehabilitation and/or recidivism reduction plans. CASU supervision of out-of-custody individuals involves compliance checks, drug screening, 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 Corrections 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 2013 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 5.7%, and from an Average Daily Population (ADP) of 86 to 235. 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 2014, the need for special management beds for the mentally ill was exhausted, resulting in the need to open a 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 County is preparing to conduct a new jail facility needs assessment to better understand the condition of our facilities and our needs to better move forward towards a new facility.

High Vacancy Rate

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. Currently, the number of Correctional Deputy vacancies is approximately 77, 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 as part of the mid-year budget review in Fiscal Year (FY) 2015 if additional funds for academies are necessary.

Inmate Telephone Services and Inmate Welfare Fund Revenue

By order of the Federal Communications Commission 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. Additionally, IWF revenue reductions in other telephone call revenue categories are implicated in the FCC's stated intent to reduce call rates in all call categories. Any reduction in revenue to the IWF would result in cuts to programs and services to inmates, unless an alternative funding source is identified.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Public Safety Realignment (AB 109) - Bus Passes	●	This will allow clients of the Reentry Resource Center to get to and from services in the community.	—	—	—
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$990,126)

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

● Public Safety Realignment (AB 109) – Bus Passes

Recommended Action: Allocate one-time funds for bus passes and bus tokens that can be provided to AB 109 clients so that they can access programs and services within the community.

Service Impact: One-time funds for bus passes and bus tokens were provided in FY 2014. Transportation continues to be a critical need to improve the outcomes for the clients that request service from the Multi-Agency Program and CASU 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.

One-time Cost: \$30,000

Total cost offset by a Transfer-in from the AB 109 Fund.

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources.

One-time Savings: \$990,126



Sheriff's Doc Contract— Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3106	Academy Fund 0001	\$ 90,612	\$ 157,378	\$ 167,395	\$ 167,395	\$ 10,017	6.4%
3112	Internal Affairs Fund 0001	498,153	605,920	632,875	632,875	26,955	4.4%
3124	Training And Staff Dev Fund 0001	579	19,873	20,181	20,181	308	1.5%
3133	Inmate Screening Unit Fund 0001	189,503	215,492	227,223	227,223	11,731	5.4%
3135	Classification Fund 0001	4,123,354	4,182,091	4,563,487	4,563,487	381,396	9.1%
3136	Elmwood Men's Facility Fund 0001	49,347,833	54,181,139	57,241,061	57,241,061	3,059,922	5.6%
3141	Elmwood Women's Facility Fund 0001	2,443	—	—	—	—	—
3142	Custodial Alternative Supervision-Fund 0001	601,944	842,952	1,120,418	1,120,418	277,466	32.9%
3146	Inmate Progs-Psp Fund 0001	1,965,843	2,280,645	2,501,470	2,501,470	220,825	9.7%
023503	Main Jail Complex Fund 0001	59,393,598	53,734,780	56,678,064	56,678,064	2,943,284	5.5%
023509	Central Services Fund 0001	(49,983)	365,898	329,407	329,407	(36,491)	-10.0%
Total Net Expenditures		\$ 116,163,878	\$ 116,586,168	\$ 123,481,581	\$ 123,481,581	\$ 6,895,413	5.9%

Sheriff's Doc Contract— Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3106	Academy Fund 0001	\$ 90,612	\$ 157,378	\$ 167,395	\$ 167,395	\$ 10,017	6.4%
3112	Internal Affairs Fund 0001	498,153	605,920	632,875	632,875	26,955	4.4%
3124	Training And Staff Dev Fund 0001	579	19,873	20,181	20,181	308	1.5%
3133	Inmate Screening Unit Fund 0001	189,503	215,492	227,223	227,223	11,731	5.4%
3135	Classification Fund 0001	4,123,354	4,182,091	4,563,487	4,563,487	381,396	9.1%
3136	Elmwood Men's Facility Fund 0001	49,347,833	54,181,139	57,241,061	57,241,061	3,059,922	5.6%
3141	Elmwood Women's Facility Fund 0001	2,443	—	—	—	—	—
3142	Custodial Alternative Supervision-Fund 0001	601,944	842,952	1,120,418	1,120,418	277,466	32.9%
3146	Inmate Progs-Psp Fund 0001	1,965,843	2,280,645	2,501,470	2,501,470	220,825	9.7%
023503	Main Jail Complex Fund 0001	59,393,598	53,734,780	56,678,064	56,678,064	2,943,284	5.5%
023509	Central Services Fund 0001	(49,983)	365,898	329,407	329,407	(36,491)	-10.0%
Total Gross Expenditures		\$ 116,163,878	\$ 116,586,168	\$ 123,481,581	\$ 123,481,581	\$ 6,895,413	5.9%



Sheriff's Doc Contract— Budget Unit 235 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 116,163,878	\$ 116,189,071	\$ 123,481,581	\$ 123,481,581	\$ 7,292,510	6.3%
Services And Supplies	—	397,097	—	—	(397,097)	-100.0%
Fixed Assets	0	—	—	—	—	—
Total Net Expenditures	\$ 116,163,878	\$ 116,586,168	\$ 123,481,581	\$ 123,481,581	\$ 6,895,413	5.9%

Sheriff's Doc Contract— Budget Unit 235 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3135	Classification Fund 0001	\$ 112,210	\$ 105,384	\$ 108,115	\$ 118,144	\$ 12,760	12.1%
3136	Elmwood Men's Facility Fund 0001	3,020,902	7,154,021	7,339,383	8,020,204	866,183	12.1%
3142	Custodial Alternative Supervision-Fund 0001	784,065	663,900	681,102	744,283	80,383	12.1%
3146	Inmate Progs-Psp Fund 0001	269,726	134,736	138,227	151,049	16,313	12.1%
023503	Main Jail Complex Fund 0001	107,891	105,384	108,115	118,144	12,760	12.1%
	Total Revenues	\$ 4,294,794	\$ 8,163,425	\$ 8,374,942	\$ 9,151,824	\$ 988,399	12.1%

Sheriff's Doc Contract— Budget Unit 235 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Other Financing Sources	\$ 4,294,794	\$ 8,163,425	\$ 8,374,942	\$ 9,151,824	\$ 988,399	12.1%
Total Revenues	\$ 4,294,794	\$ 8,163,425	\$ 8,374,942	\$ 9,151,824	\$ 988,399	12.1%

Academy Fund 0001 — Cost Center 3106 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 157,378	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	10,017	—
Subtotal (Current Level Budget)	—	\$ 167,395	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —



**Academy Fund 0001 — Cost Center 3106
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 167,395	\$ —

**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 2014 Approved Budget	3.0	\$ 605,920	\$ —
Board Approved Adjustments During FY 2014	—	(1,879)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,465	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(4,631)	—
Subtotal (Current Level Budget)	3.0	\$ 632,875	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 632,875	\$ —

**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 2014 Approved Budget	—	\$ 19,873	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	308	—
Subtotal (Current Level Budget)	—	\$ 20,181	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —



Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 20,181	\$ —

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 2014 Approved Budget	1.0	\$ 215,492	\$ —
Board Approved Adjustments During FY 2014	—	(626)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	13,832	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(1,475)	—
Subtotal (Current Level Budget)	1.0	\$ 227,223	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 227,223	\$ —

Classification Fund 0001 — Cost Center 3135 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	26.0	\$ 4,182,091	\$ 105,384
Board Approved Adjustments During FY 2014	—	(15,658)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	437,123	—
IntraCounty Adjustments	—	—	2,731
Other Adjustments	—	(40,069)	—
Subtotal (Current Level Budget)	26.0	\$ 4,563,487	\$ 108,115
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ 10,029



Classification Fund 0001 — Cost Center 3135
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 10,029
Recommended Budget	26.0	\$ 4,563,487	\$ 118,144

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 2014 Approved Budget	343.0	\$ 54,181,139	\$ 7,154,021
Board Approved Adjustments During FY 2014	—	(184,770)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	3,498,424	—
IntraCounty Adjustments	—	—	185,362
Other Adjustments	—	(253,732)	—
Subtotal (Current Level Budget)	344.0	\$ 57,241,061	\$ 7,339,383
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ 680,821
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 680,821
Recommended Budget	344.0	\$ 57,241,061	\$ 8,020,204

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 2014 Approved Budget	6.0	\$ 842,952	\$ 663,900
Board Approved Adjustments During FY 2014	—	(3,132)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	294,481	—
IntraCounty Adjustments	—	—	17,202
Other Adjustments	—	(13,883)	—
Subtotal (Current Level Budget)	7.0	\$ 1,120,418	\$ 681,102
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ 63,181



Custodial Alternative Supervision-Fund 0001 — Cost Center 3142 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	63,181
Recommended Budget	7.0 \$	1,120,418 \$	744,283

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 2014 Approved Budget	14.0 \$	2,280,645 \$	134,736
Board Approved Adjustments During FY 2014	—	(8,768)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	249,825	—
IntraCounty Adjustments	—	—	3,491
Other Adjustments	—	(20,232)	—
Subtotal (Current Level Budget)	14.0 \$	2,501,470 \$	138,227
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	12,822
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	12,822
Recommended Budget	14.0 \$	2,501,470 \$	151,049

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 2014 Approved Budget	345.0 \$	53,734,780 \$	105,384
Board Approved Adjustments During FY 2014	—	(181,638)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	3,375,585	—
IntraCounty Adjustments	—	—	2,731
Other Adjustments	—	(250,663)	—
Subtotal (Current Level Budget)	344.0 \$	56,678,064 \$	108,115
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	10,029



Main Jail Complex Fund 0001 — Cost Center 023503 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 10,029
Recommended Budget	344.0	\$ 56,678,064	\$ 118,144

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 2014 Approved Budget	3.0	\$ 365,898	\$ —
Board Approved Adjustments During FY 2014	—	(626)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(35,544)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(321)	—
Subtotal (Current Level Budget)	2.0	\$ 329,407	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ 329,407	\$ —

Department of Correction— Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3400	Administration Fund 0001	\$ 4,279,164	\$ 4,093,377	\$ 3,965,761	\$ 3,966,540	\$ (126,837)	-3.1%
3406	Academy Fund 0001	1,150,848	943,120	1,854,531	1,854,531	911,411	96.6%
3412	Internal Affairs Fund 0001	83,055	260,591	170,266	170,645	(89,946)	-34.5%
3432	Admin Booking Fund 0001	3,048,746	4,250,749	4,566,248	4,570,677	319,928	7.5%
3435	Classification Fund 0001	886,069	911,422	999,804	1,003,787	92,365	10.1%
3436	Elmwood Men's Facility Fund 0001	19,532,816	19,031,692	19,703,370	19,619,479	587,787	3.1%
3442	Custodial Alternative Supervision-Fund 0001	60,543	61,450	66,543	67,288	5,838	9.5%



Department of Correction— Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
024002	Administrative Services Bureau Fund 0001	3,565,289	4,811,819	5,491,350	5,508,086	696,267	14.5%
024003	Main Jail Complex Fund 0001	19,993,297	25,674,910	26,455,166	26,202,758	527,848	2.1%
024008	Inmate Program Fund 0001	2,305,655	3,341,944	3,402,539	3,436,898	94,954	2.8%
024009	Central Services Fund 0001	12,804,351	13,221,031	14,164,134	14,174,477	953,446	7.2%
Total Net Expenditures \$		67,709,834 \$	76,602,105 \$	80,839,712 \$	80,575,166 \$	3,973,061	5.2%

Department of Correction— Budget Unit 240 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3400	Administration Fund 0001	\$ 4,279,164	\$ 4,093,377	\$ 3,965,761	\$ 3,966,540	\$ (126,837)	-3.1%
3406	Academy Fund 0001	1,150,848	943,120	1,854,531	1,854,531	911,411	96.6%
3412	Internal Affairs Fund 0001	83,055	260,591	170,266	170,645	(89,946)	-34.5%
3432	Admin Booking Fund 0001	3,048,746	4,250,749	4,566,248	4,570,677	319,928	7.5%
3435	Classification Fund 0001	886,069	911,422	999,804	1,003,787	92,365	10.1%
3436	Elmwood Men's Facility Fund 0001	19,532,816	19,031,692	19,703,370	19,619,479	587,787	3.1%
3442	Custodial Alternative Supervision-Fund 0001	60,543	61,450	66,543	67,288	5,838	9.5%
024002	Administrative Services Bureau Fund 0001	3,565,289	4,811,819	5,491,350	5,508,086	696,267	14.5%
024003	Main Jail Complex Fund 0001	19,993,297	25,674,910	26,455,166	26,202,758	527,848	2.1%
024008	Inmate Program Fund 0001	2,305,655	3,341,944	3,402,539	3,436,898	94,954	2.8%
024009	Central Services Fund 0001	13,017,207	13,405,246	14,333,092	14,343,435	938,189	7.0%
Total Gross Expenditures \$		67,922,690 \$	76,786,320 \$	81,008,670 \$	80,744,124 \$	3,957,804	5.2%

Department of Correction— Budget Unit 240 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 25,530,745	\$ 29,369,368	\$ 32,569,149	\$ 32,569,149	\$ 3,199,781	10.9%
Services And Supplies	42,228,658	47,416,952	48,439,521	48,174,975	758,023	1.6%
Fixed Assets	154,787	—	—	—	—	—
Operating/Equity Transfers	8,500	—	—	—	—	—
Total Gross Expenditures \$	67,922,690 \$	76,786,320 \$	81,008,670 \$	80,744,124 \$	3,957,804	5.2%
Expenditure Transfers	(212,856)	(184,215)	(168,958)	(168,958)	15,257	-8.3%
Total Net Expenditures \$	67,709,834 \$	76,602,105 \$	80,839,712 \$	80,575,166 \$	3,973,061	5.2%



Department of Correction— Budget Unit 240

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3400	Administration Fund 0001	\$ 4,775,405	\$ 2,223,258	\$ 2,093,051	\$ 2,138,406	\$ (84,852)	-3.8%
3406	Academy Fund 0001	532,839	746,345	—	—	(746,345)	-100.0%
3432	Admin Booking Fund 0001	127,396	135,995	145,058	152,752	16,757	12.3%
3435	Classification Fund 0001	145,941	152,135	168,120	168,120	15,985	10.5%
3436	Elmwood Men's Facility Fund 0001	2,089,988	2,456,661	2,520,169	2,666,020	209,359	8.5%
024002	Administrative Services Bureau Fund 0001	772,540	347,294	792,882	793,953	446,659	128.6%
024003	Main Jail Complex Fund 0001	7,435,651	7,238,891	7,557,188	7,557,188	318,297	4.4%
024008	Inmate Program Fund 0001	1,114,166	1,370,643	1,315,738	1,359,011	(11,632)	-0.8%
024009	Central Services Fund 0001	178,644	190,411	187,703	187,703	(2,708)	-1.4%
Total Revenues		\$ 17,172,571	\$ 14,861,633	\$ 14,779,909	\$ 15,023,153	\$ 161,520	1.1%

Department of Correction— Budget Unit 240

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 1,405,271	\$ 984,742	\$ 1,193,691	\$ 1,193,691	\$ 208,949	21.2%
Charges For Services	9,794,132	9,690,061	10,132,953	10,132,953	442,892	4.6%
Other Financing Sources	5,968,414	4,186,830	3,453,265	3,696,509	(490,321)	-11.7%
Aid From Government Agencies - Federal	4,753	—	—	—	—	—
Total Revenues	\$ 17,172,571	\$ 14,861,633	\$ 14,779,909	\$ 15,023,153	\$ 161,520	1.1%

Administration Fund 0001 — Cost Center 3400

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	8.0	\$ 4,093,377	\$ 2,223,258
Board Approved Adjustments During FY 2014	—	5,286	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,738	—
IntraCounty Adjustments	—	(140,778)	14,349
Other Adjustments	—	138	(144,556)
Subtotal (Current Level Budget)	8.0	\$ 3,965,761	\$ 2,093,051
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 779	\$ 45,355



Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 779	\$ 45,355
Recommended Budget	8.0	\$ 3,966,540	\$ 2,138,406

Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	50.0	\$ 943,120	\$ 746,345
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	6,071	(746,345)
Other Adjustments	—	905,340	—
Subtotal (Current Level Budget)	50.0	\$ 1,854,531	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	50.0	\$ 1,854,531	\$ —

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 2014 Approved Budget	1.0	\$ 260,591	\$ —
Board Approved Adjustments During FY 2014	—	1,879	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(98,513)	—
IntraCounty Adjustments	—	3,437	—
Other Adjustments	—	2,872	—
Subtotal (Current Level Budget)	—	\$ 170,266	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 379	\$ —



Internal Affairs Fund 0001 — Cost Center 3412 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 379	\$ —
Recommended Budget	—	\$ 170,645	\$ —

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 2014 Approved Budget	41.5	\$ 4,250,749	\$ 135,995
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	306,301	—
IntraCounty Adjustments	—	6,479	2,095
Other Adjustments	—	2,719	6,968
Subtotal (Current Level Budget)	41.5	\$ 4,566,248	\$ 145,058
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,429	\$ 7,694
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,429	\$ 7,694
Recommended Budget	41.5	\$ 4,570,677	\$ 152,752

Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	6.0	\$ 911,422	\$ 152,135
Board Approved Adjustments During FY 2014	—	15,658	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	69,494	—
IntraCounty Adjustments	—	2,042	—
Other Adjustments	—	1,188	15,985
Subtotal (Current Level Budget)	6.0	\$ 999,804	\$ 168,120
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 3,983	\$ —



Classification Fund 0001 — Cost Center 3435
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,983	\$ —
Recommended Budget	6.0	\$ 1,003,787	\$ 168,120

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 2014 Approved Budget	33.0	\$ 19,031,692	\$ 2,456,661
Board Approved Adjustments During FY 2014	—	184,770	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	194,281	—
IntraCounty Adjustments	—	287,779	39,709
Other Adjustments	—	4,848	23,799
Subtotal (Current Level Budget)	32.0	\$ 19,703,370	\$ 2,520,169
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (83,891)	\$ 145,851
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (83,891)	\$ 145,851
Recommended Budget	32.0	\$ 19,619,479	\$ 2,666,020

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 2014 Approved Budget	—	\$ 61,450	\$ —
Board Approved Adjustments During FY 2014	—	3,132	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,961	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 66,543	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 745	\$ —



Custodial Alternative Supervision-Fund 0001 — Cost Center 3442 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 745	\$ —
Recommended Budget	—	\$ 67,288	\$ —

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 2014 Approved Budget	32.0	\$ 4,811,819	\$ 347,294
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	363,309	—
IntraCounty Adjustments	—	294,959	291
Other Adjustments	—	21,263	445,297
Subtotal (Current Level Budget)	33.0	\$ 5,491,350	\$ 792,882
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 16,736	\$ 1,071
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 16,736	\$ 1,071
Recommended Budget	33.0	\$ 5,508,086	\$ 793,953

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 2014 Approved Budget	42.0	\$ 25,674,910	\$ 7,238,891
Board Approved Adjustments During FY 2014	—	181,638	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	381,778	—
IntraCounty Adjustments	—	253,261	42,375
Other Adjustments	—	(36,421)	275,922
Subtotal (Current Level Budget)	42.0	\$ 26,455,166	\$ 7,557,188
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (252,408)	\$ —



Main Jail Complex Fund 0001 — Cost Center 024003 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (252,408)	\$ —
Recommended Budget	42.0	\$ 26,202,758	\$ 7,557,188

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 2014 Approved Budget	22.0	\$ 3,341,944	\$ 1,370,643
Board Approved Adjustments During FY 2014	—	9,394	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	125,632	—
IntraCounty Adjustments	—	22,745	(89,186)
Other Adjustments	—	(97,176)	34,281
Subtotal (Current Level Budget)	21.0	\$ 3,402,539	\$ 1,315,738
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,359	\$ 43,273
Decision Packages			
Public Safety Realignment (AB109) Bus Passes	—	30,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 34,359	\$ 43,273
Recommended Budget	21.0	\$ 3,436,898	\$ 1,359,011

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 2014 Approved Budget	80.0	\$ 13,221,031	\$ 190,411
Board Approved Adjustments During FY 2014	—	626	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	904,515	—
IntraCounty Adjustments	—	18,530	—
Other Adjustments	—	19,432	(2,708)
Subtotal (Current Level Budget)	82.0	\$ 14,164,134	\$ 187,703
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 10,343	\$ —

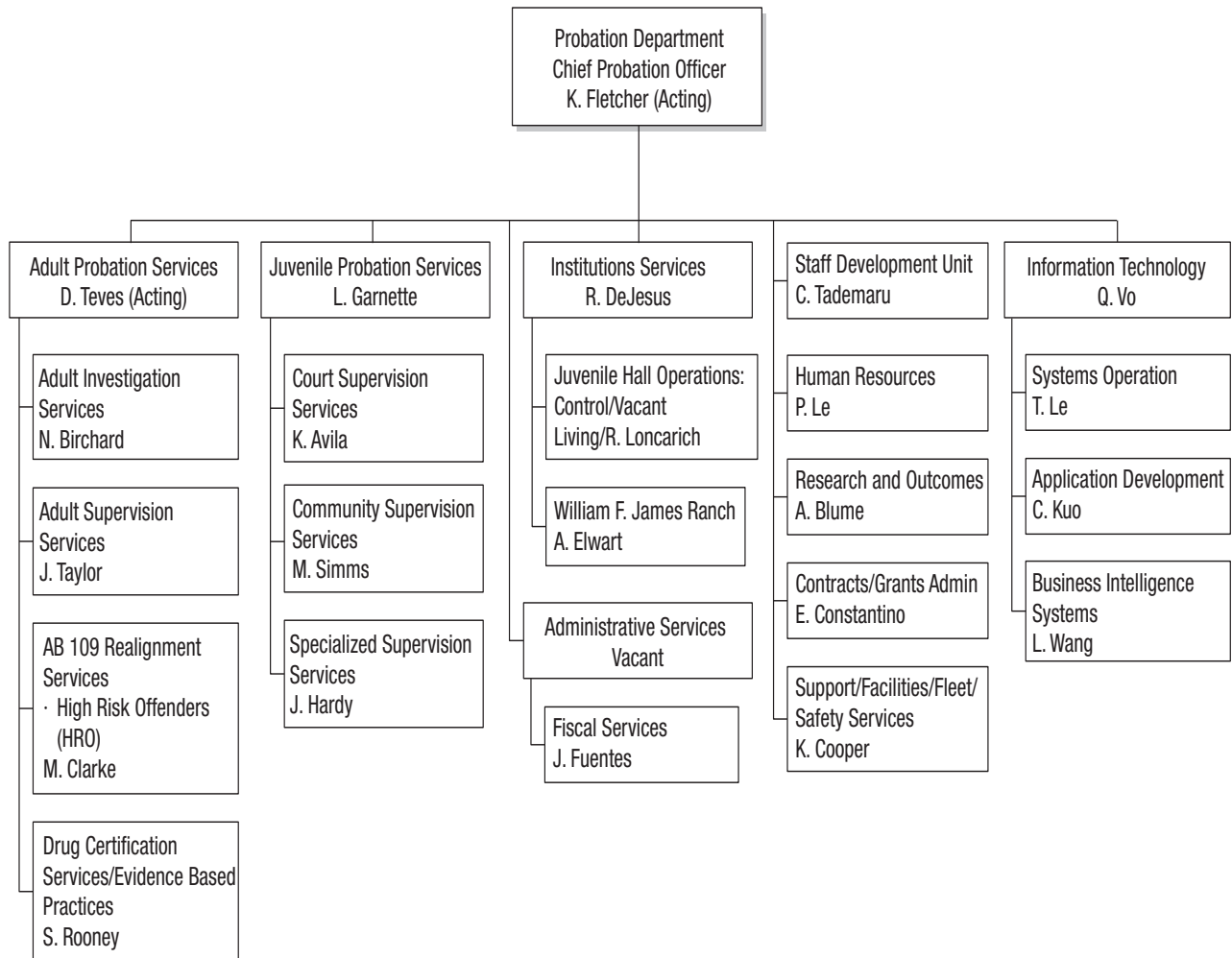


Central Services Fund 0001 — Cost Center 024009
Major Changes to the Budget

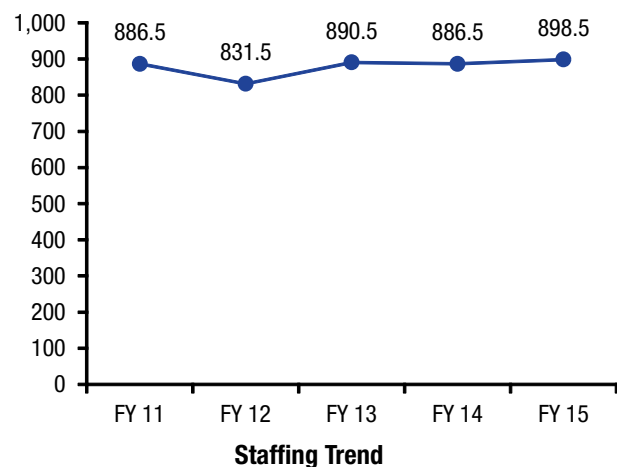
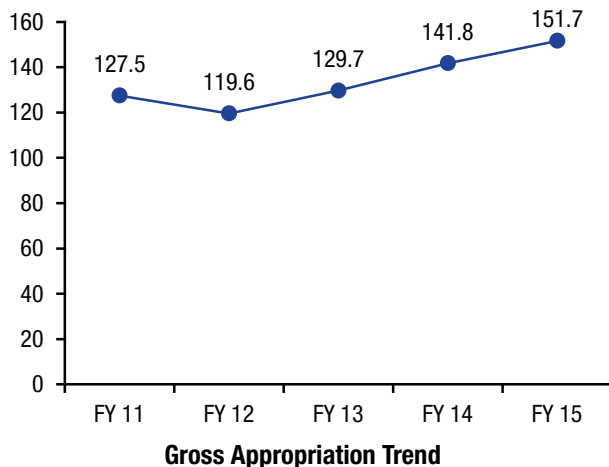
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 10,343	\$ —
Recommended Budget	82.0	\$ 14,174,477	\$ 187,703



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:

Institutions Services

The Probation Department provides detention and rehabilitative services to the juvenile population. Adult custodial services are provided by the Office of the Sheriff, Custody Bureau.

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 Ranch Programs provide comprehensive cognitive treatment modality services to the youth and families they serve. Services and treatment are based on an individual case plan formulated through a multi-disciplinary team. 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. In addition, there is an extensive aftercare program developed for residents and

families. Residents are Court ordered to complete a six to eight month program, which begins with an orientation program for new residents.

Juvenile Hall

The Santa Clara County Juvenile Hall provides temporary residential housing for youth awaiting adjudication or disposition from the Juvenile Court. Youth receive multiple assessments in an effort to provide the most responsive individualized services possible during their stay. Services are provided to youth to assist with their social reintegration back into the community and address their educational, social, physical, behavioral, psychological and emotional needs. Juveniles are housed according to age, gender and offenses. There are also housing units that provide specialized program services including an Assessment unit, a Transitions unit for youth requiring mental health services, a commitment unit and security units for the highest risk youth.

Multi-Agency Assessment Center

The Center provides educational assessments, substance abuse assessments, mental health assessments, medical assessments, referral services and case and transition plans for youth who are held in Juvenile Hall for more than 72 hours. The case plan developed through this process is also used to link youth and their families to appropriate services when the youth leaves custody and returns to the community. This program coordinates all program services for youth in Juvenile Hall.

Adult and Juvenile Probation Services

The Probation Department delivers Probation services in the community for both juvenile and adult clients.

Under Adult Probation Services the Department provides pre-sentence investigation and comprehensive assessments and evaluations of the social and legal elements of cases and sentencing recommendations directly to the Courts. The Department provides assessment, supervision and case management for all adult clients under supervision in the community. This includes clients on formal probation and those released pursuant to Public Safety Realignment, Post Release Community Supervision (PRCS) and/or Mandatory Supervision (MS).

Under Juvenile Probation Services, the Department provides County-wide prevention and early intervention services, investigation, supervision, and placement services through specialized units; and participates in a variety of collaborative service delivery programs for juveniles.

Intensive Supervision and Alternative Programs Unit (ISAP)

This unit screens for both eligibility and suitability of jail inmates and/or probationers for programs that are alternatives to full-time incarceration, including County Parole and the Electronic Monitoring Program/Global Positioning System. This function serves as a mechanism to determine which inmates/probationers are most likely to be appropriate and successful participants in these custody alternative programs. This unit also monitors offenders on County Parole and Electronic Monitoring Program/GPS as they reintegrate back into the community while also holding offenders accountable and maintaining public safety. While on these programs, offenders are able to maintain employment, attend school or vocational programs and attend any Court ordered programs in the community.

In addition, this unit provides intensive supervision and services to high risk sex offenders and other probationers who are at a high risk to re-offend.

High Risk Offender Units – Public Safety Realignment and Reentry

These units assess and supervise offenders being released from the California Department of Corrections and Rehabilitation (CDCR) and/or the County Jail as a result of realignment. The offenders are assessed using a validated risk and needs assessment tool to determine

their risk to re-offend and to identify their criminogenic needs. They are also assessed by a team of professionals, including the Mental Health Department and the Department of Alcohol and Drug Services (DADS) and are linked to services specifically focused on their criminogenic needs offered through community based organizations. The probation officers in these units provide intensive supervision and evidence based services to this population. These caseloads, consisting of the highest risk clients, are being supervised in the community at a 1:30 ratio.

High Risk Offender Unit – SB 678

This High Risk Offender Unit provides intensive supervision and evidence-based services to high risk clients on formal probation who pose a significant risk of violation while on probation and being committed to state prison. These caseloads include serious offenders and cases involving high level gang involvement and violence. Clients assigned to the Unit are linked to substance abuse, mental health treatment services, educational and/or employment training, and other cognitive based programming to assist in providing pro-social opportunities. This Unit also supervises the young adults reintegrating into the community upon release for the Division of Juvenile Justice (DJJ).

Drug Treatment Services Unit

The Drug Treatment Services Unit partners with the Court in transitioning clients with a history of chronic substance abuse out of the criminal justice system and into treatment. This Unit participates in a multi-disciplinary team to assess and identify treatment needs and to facilitate referrals to appropriate and effective treatment. Clients assigned to this Unit are intensively supervised and appear in Court for frequent progress reviews.

Mental Health Unit

This Unit provides intensive supervision to mentally ill clients and reports directly to the Courts on their progress. Caseloads include dual diagnosis clients, domestic violence offenders, and those who have sustained convictions for violence, weapons, substance addiction issues and/or theft. The Mental Health Team also provides supervision and services to those who are developmentally delayed or suffer from traumatic brain injury. Staff assigned to this Unit also facilitates peer support groups in the community to assist these high risk and high need clients. These support groups



provide a safe place for this population of offenders to talk about their progress and challenges with other similarly diagnosed individuals who understand and provide support. Clients assigned to this unit are intensively supervised and appear in Court for frequent progress reviews.

Domestic Violence Unit

The most serious domestic violence offenders who pose a threat to victims are supervised by this specialized Unit. In addition to the services provided to the offenders, many services are also focused on the victims of domestic violence, including resource information and referrals, advocacy, victim welfare contacts and assistance with restraining orders. Domestic Violence Batterers Intervention Programs are also certified and supervised by a probation officer assigned to this Unit.

Adult Court Unit

This Unit provides services to the Superior Court in Santa Clara County, providing a direct link between the Probation Department and the Court in sentencing hearings, settlement conferences, felony advanced resolution calendars and narcotic case resolution hearings. In addition, this Unit prepares Waived Referral reports, providing vital information to all criminal justice partners at the time of sentencing.

Adult Assessment Unit

All supervision cases are initially assessed, administratively processed, and referred for services, by the Assessment Unit. The level of supervision and reporting standards that establish field contact frequency are determined through a comprehensive risk and needs assessment. Clients are assessed as requiring low, moderate or intensive supervision. This assessment permits the clients who need the most intense supervision and services to be assigned to units with lower caseloads and to probation officers with expertise in the areas of greatest risk for a particular client.

Adult Investigations Unit

Investigation units are provided at the main adult probation office and at both the North and South County Offices. When the Court hears a felony case, a detailed report is provided to the Court for the sentencing hearing. These reports contain critical information summarizing the circumstances of the offense, criminal record of the defendant, the social

history of the defendant, and a technical analysis of the sentencing disposition. These in-depth reports follow the defendant throughout the criminal justice process and take into consideration the perspective and rights of the victim while providing the framework for recovery of financial losses to crime victims.

Administrative Monitoring Team (AMT)/Supervision VI Court Unit

The Administrative Monitoring Team consists of probation officers who supervise low risk probationers who could be monitored without traditional supervision intervention. These probation officers and clerical support work together to ensure clients in the bank caseload are accountable for the completion of Court ordered conditions such as the payment of financial obligations, treatment, and community service work and abstain from committing new law violations. Administrative Monitoring Team (AMT) Proposition 36 probation officers are responsible for monitoring low level Proposition 36 cases. In addition, this Unit provides supervision for a high victim restitution caseload. Supervision Unit VI consists of Court probation officers responsible for representing the Probation Department in Court on Violation of Probation cases initiated by probation officers.

Juvenile and Adult – Electronic Monitoring Program (EMP) and Global Positioning System (GPS)

This program serves as an alternative to incarceration that provides electronic monitoring along with intensive supervision of juveniles and adults who would otherwise be held in Juvenile Hall or the County Jail. This program monitors clients as they are pending the Court process or while they reintegrate back into the community. This tool provides offender accountability and enhances public safety, while also allowing the youth or adult to engage in services. Clients on EMP or GPS are able to maintain their employment, attend school or vocational programs and participate in counseling or other rehabilitative programs in the community.

Community Release Program (CRP)

The Community Release Program (CRP) provides intensive supervision without electronic monitoring for youthful offenders that are classified as lower risk than the youth on EMP.

Community Based Re-Entry

The juvenile re-entry program was funded through a one year competitive demonstration grant through the Office of Juvenile Justice and Delinquency Prevention. The program provides 12-months of services to assist clients who have graduated from the James Ranch or are exiting from a long term commitment in the Juvenile Hall 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 added WRAP around providers, substance abuse treatment, and probation officers with small, intensive caseloads to the plan, with re-entry planning developed and services provided soon after a youth has been committed to the Ranch.

Youth Education Advocate

Youth Education Advocate Services are provided by advocates who are recruited, trained and monitored by a probation officer and a local provider. These advocates support parents and guardians in working collaboratively with school districts to ensure school enrollment and to obtain special education services. This is an area where significant attention will be dedicated this year in an effort to expand both the number of youth served and the intensity of the services.

The E.D.G.E. (Encouraging Diversity, Growth and Education)

The EDGE is an intensive, therapeutic, day treatment program operated in collaboration with the Santa Clara County Office of Education to serve high risk probation youth in a community setting. The program is modeled after the successful Enhanced Ranch Program, with the same staff and treatment modalities used.

Prevention and Early Intervention

The program provides early intervention, prevention and diversion services throughout the County to less serious youthful offenders. Services provided include mentoring, parent-teen conferences, family mediation and behavioral health intervention when needed. The program also focuses on providing services to juvenile

crime victims, such as victim awareness/effects of crime workshops and oversight of restitution payments to crime victims.

Informal Juvenile and Traffic Court

Tuancy cases and citations for minor offenses issued to juveniles in Santa Clara County are adjudicated by this program, which also serves as a liaison between the Department and the Courts for Juvenile matters.

Special Programs Unit

Staff assigned to this Unit attend special Court sessions adjudicating certain types of cases for juvenile offenders, including a Juvenile Drug Treatment Court, a Juvenile Mental Health Court, and a Juvenile Domestic Violence/Family Violence Court. These Courts assist youth with serious substance abuse problems, 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.

Community Based Probation Supervision

This function provides investigation and supervision services for youthful offenders. This function is divided into five regionally-organized units. Investigation services include an evaluation of the social and legal aspects of the case, an assessment of risks and needs utilizing a validated tool, and recommendations to the Court as to case disposition. Supervision services include referral of youth to community and school services and supporting the youths' compliance with Court orders. The Department provides three levels of supervision: high, moderate and low. Juvenile clients may also be assigned to informal supervision without Court intervention, or the matter may be settled at intake without further disposition.

Placement Unit

This Unit is responsible for locating an appropriate out-of-home placement for 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.

Family Preservation

The Family Preservation Unit is comprised of a team of probation officers with small, intensive caseloads who partner with WRAP around 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.

Current and Emerging Issues

Implementing Evidenced-Based Practices

The Department has been working aggressively to 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 respect to engaging in appropriate and effective treatment services and supporting strength based assets to build capacity, thus reducing the likelihood that our clients will re-offend. The 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 three-year strategic plan is underway that will support and enhance current work in the area of evidence based practices.

of the County's Reentry Resource Center, the myriad of services being provided as a result of this effort and the partnerships forged with the faith based community have positively impacted outcomes for this population. Data collection and specific outcome measurements continue in the third 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 as we progress.

Dually Involved Youth Initiative

The Probation Department and the Department of Family and Children's Services have partnered to implement new programming to address the needs of youth involved in both the juvenile justice and child welfare systems. A Dually Involved Youth Unit, consisting of probation officers, social workers and a youth advocate, will soon be established in an effort to create an environment in which staff from different disciplines will work together to understand the family unit as a whole and respond effectively to the complex needs of the youth and family. This team will be empowered and encouraged to develop non-traditional solutions to meet specific needs.

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

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Enhance the Prison Rape Elimination Act (PREA) Program	↑	Enhance activities related to compliance of the Prison Rape Elimination Act	1.0	\$178,852	(\$29,829)
Enhance the Automated Fingerprinting ID Program	↑	Enhances the accuracy of assessment at booking	1.0	\$82,894	(\$13,816)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Enhance Resources for the Record Clearance Program	↑	Provides a dedicated resource to process expungement requests	1.0	\$114,519	(\$19,087)
Adjust Resources in the Juvenile Probation Funding Grant	●	Preserves the current level of service	—	—	—
Adjust Resources for the Youthful Offender Block Grant	●	Preserves the current level of service	—	—	—
Increase Revenue and Expenditures for the SB 678-CCPIF Grant	↑	Increased Evidence Based services for high risk clients	—	—	—
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$876,810)

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

↑ Enhance the Prison Rape Elimination Act (PREA) Program

Recommended Action: Add 1.0 FTE Probation Manager position to act as the coordinator for the Prison Rape Elimination Act (PREA) Program.

Service Impact: The PREA Coordinator will coordinate the mission, policies and implementation of all PREA standards with appropriate staff within the Department, including management, training, and human resources. The PREA Compliance Managers at each facility to ensure full compliance with the Prison Rape Elimination Act.

Background: The Probation Department is responsible for the proper and safe operations of the County Juvenile Hall and the Juvenile Rehabilitation Facility, William F. James Ranch. The operation of these facilities is governed by California Title 15 Minimum Standards Regulations. Biennially, each facility is inspected by the Board of State and Communications Corrections for compliance.

In 2003 the Prison Rape Elimination Act (PREA) was passed in Congress. It required that all agencies comply with the national standards to develop zero tolerance policies and practices to eliminate sexual abuse in confined settings. In 2012, the Department of Justice published 28 CFR Part 115, National Standards to Prevent, Detect and Respond to Prison Rape; Final Rule.

Section 115.311(b) of the PREA Juvenile facilities standards requires the designation of a PREA Coordinator. This Section states: “An agency shall employ or designate an upper-level, agency-wide PREA coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with the PREA standards in all of its facilities.”

Section 115.393 establishes Audits of Standards pursuant to Section 115.401 405. Section 115.401 405 (a) sets guidelines to the frequency of the audits, which commence beginning August 20, 2013 and every three years thereafter. Section 115.401-405(b) indicates that during each one year period starting August 20, 2013 agencies with more than one facility shall ensure that at least one-third of each facility type operated by the agency is audited. The Probation Department is preparing for the James Ranch audit to take place in August of 2014. These audits ensure that facilities comply with all the PREA standards.

In February 2013 the Probation Department applied for a grant to initiate the establishment and implementation of the PREA standards. In April 2013 the department was awarded the grant through the National PREA Resource Center. As part of the departments expenditure plan the department designated a significant allocation to contract for the services of a PREA Coordinator. The funds for that position will expire at the end of the 2014 fiscal year.

Section 2: Public Safety and Justice



Additional resources are also recommended for the Sheriff's Office and Custody Health to better respond to the requirements imposed by the Prison Rape Elimination Act.

Positions Added: 1.0 FTE
Ongoing Cost: \$178,852
One-time Savings: \$29,829

2 months salary savings reflecting time for recruitment

↑ Enhance the Automated Fingerprinting ID Program

Recommended Action: Add 1.0 FTE Law Enforcement Clerk position to the Automated Fingerprinting Identification Program.

Service Impact: This action will update Probation's records check operations to include the fingerprinting of youth booked into Juvenile Hall. This will then provide access to a statewide database to determine warrant status not currently detectable. This critical information will enhance the Department's ability to effectively assess youth for housing purposes, ensuring the safety of youth in our care, and ensures youth with warrants in other counties are not released inappropriately.

Background: The Probation Department is responsible for the operation of the County's Juvenile Hall where youth who are alleged to have committed a crime are brought. During the initial booking process custodial staff check records to determine if the youth is known to the Probation Department or not. This records check takes place within the local database system and does not have the capacity to identify youth who may be on probation in other jurisdictions or who may have arrest warrants out of other jurisdictions.

Concern that a released youth who has an arrest warrant issued from another county might involve him or herself in a serious crime has justified the need to update the records check operations.

Juvenile Hall employees, including Police Admissions Law Enforcement Clerks (LECs) and a select number of Senior Group Counselors, will be trained to utilize the Automated Fingerprinting Identification System (AFIS) and Criminal Justice Information Control (CJIC) system. The necessary computer and AFIS equipment to implement this new policy is available. The addition of

one Law Enforcement Clerk will ensure the required provision of 24 hours a day, seven days per week coverage.

Positions Added: 1.0 FTE

Ongoing Cost: \$82,894

One-time Savings: \$13,816

2 months salary savings reflecting time for recruitment

↑ Enhance Resources for the Record Clearance Program

Recommended Action: Add 1.0 FTE Deputy Probation Officer position to the Adult Services Record Clearance Program.

Service Impact: This action will provide resources for a dedicated Deputy Probation Officer to provide record clearance (expungement) services in a thorough and timely manner. This service eliminates barriers to obtaining and maintaining employment.

Background: Penal Code Sections 1203.4 and 1203.4a provide Record Clearance (expungement) relief for eligible individuals convicted of misdemeanor and/or felony offenses. In certain situations, these statutes permit individuals to withdraw their plea of guilty or nolo contendere and set aside the verdict of guilty. While a Record Clearance does not release an individual from all penalties resulting from their charges, it does change the disposition of an individual's conviction to dismissal if granted. Once relief is granted under one of these statutes, an individual may answer that he or she has not been convicted of the dismissed charges on most employment applications. This relief is often critical for those who have sustained criminal convictions and who are attempting to obtain meaningful employment. The relief also rewards those who have made significant changes in their lives to become law-abiding citizens, a key component to rehabilitation.

All applications for Record Clearances, regardless of whether an individual was granted a period of probation supervision, are processed through the Probation Department. This includes individuals who apply for the Record Clearance on their own, through the Public Defender's Office, or private defense counsel. This process requires that Probation staff review all applications, including criminal histories, payment of financial obligations related to the conviction,

performance while under supervision and in the community, and compliance with any Court imposed conditions of release. The volume of Record Clearance Applications received and processed by the Probation Department is significant, with each application often containing requests for relief on several individual dockets or convictions.

The Probation Department reviews and responds to an average of 5,000 dockets per month. These applications have been processed with staff who are also assigned to other functions. Increased efforts of the Public Defender's Office to serve more clients via expungement services at the County's Reentry Resource Center, coupled with the work required on the San Jose State Record Clearance Project, has impacted the Probation Department's existing resources. In order to continue to provide this service in a thorough and timely manner, a Deputy Probation Officer position solely dedicated to the Record Clearance process is required. This added position will be supported by existing non-sworn staff to process these applications within 90 days. Inability to ensure a timely process may result in individuals re-entering the community to be denied employment opportunities which may contribute to recidivism.

Positions Added: 1.0 FTE
Ongoing Cost: \$114,519
One-time Savings: \$19,087

2 months salary savings reflecting time for recruitment

● Adjust Resources in the Juvenile Probation Funding Grant

Recommended Action: Add 1.0 FTE Accountant II/Accountant I/Accountant Auditor Appraiser position and delete 1.0 FTE Unclassified Accountant Auditor Appraiser position in the Juvenile Probation Funding (JPF) Grant.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

During FY 2014, Juvenile Probation Funding Grant was used to fund an Unclassified Accountant Auditor Appraiser to assist in the fiscal management of several grants specific to the Juvenile Services Division. Due to

the ongoing work associated with these grants, this unclassified position, due to expire on June 30, 2014, will be replaced with a classified position.

Background: The Accountant II/Accountant I/Auditor-Appraiser position will establish and maintain a system of accounting control for the Juvenile Justice Crime Prevention Act (JJCPA), Juvenile Probation Funding (JPF) and the Youthful Offender Block Grant (YOBG) Grants. The Accountant will monitor and ensure the Department's compliance with grant administration budget guidelines and submission of budget modifications and quarterly invoices and reports. The position will be assigned to monitor and maintain the JJCPA, JPF and YOBG grant's related revenues and expenditures making certain that expenditures do not go over budget and all necessary supporting documents are maintained and reviewed. These functions will include the review of all related financial documents such as vouchers, requisitions, purchase orders, encumbrances, and invoices for accuracy and completeness of information as well. This position will be funded by Juvenile Probation Funding (JPF) Grants in FY 2015.

Net Positions Added: 0

Delete 1.0 FTE unclassified
 Add 1.0 FTE classified

Ongoing Net Cost: \$0

● Adjust Resources for the Youthful Offender Block Grant

Recommended Action: Add 1.0 FTE Program Manager I position and delete 1.0 FTE limited term Program Manager I position for the Youthful Offender Block Grant (YOBG).

Service Impact: During FY 2014, the Probation Department added a limited term Program Manager I position to serve as a project manager to oversee the implementation of the department wide effort to infuse evidence based practices in all areas of operation. This position continues to be a critical factor to ongoing efforts and success. This action deletes the limited term position, which expires on June 30, 2014, and adds a classified Program Manager I position. This position will be funded through the use of YOBG growth funds.



Background: In March 2011, the Board of Supervisors authorized the ratification of the competitive grant, Probation & Court Based Alternatives (PCBA), submitted by the Probation Department to the Board of State and Community Corrections (BSCC) to implement Evidence Based Practices (EBP) in Juvenile Services including providing training to staff and enhancing the use of evidence based assessments. The Department further expanded the effort to include Adult Services, Juvenile Institutions and Administrative Services and subsequently engaged staff and management to create work groups. These work groups are responsible for identifying and implementing solutions to infuse evidence based practices into the daily operational environment in each of our Divisions.

Seven work groups, consisting of staff who have volunteered to participate, were established and charged with researching, identifying, and implementing evidence based projects throughout the Department. As the project expanded beyond Juvenile Services and the work groups became fully engaged, it became difficult for the volunteer staff to continually manage these projects and keep them on track. A limited term Program Manager I was approved on September 10, 2013 to serve as the project manager to track these projects to completion in an effort to sustain the Department's efforts related to evidence based practices.

Net Positions Added: 0

Delete 1.0 FTE limited term position
Add 1.0 FTE classified

Ongoing Net Cost: \$0

↑ Increase Revenue and Expenditures for the SB 678-CCPIF Grant

Recommended Action: Increase revenue and expenditures in the amount of \$396,117 for the SB 678-Community Crime Performance Incentive Act of 2009.

Service Impact: The California Community Corrections Performance Incentive Act of 2009 (SB 678) established a system of performance-based funding that shares state General Fund savings with county probation departments when they demonstrate success in reducing the number of adult felony probationers going to state prison as a result of committing new crimes or violating the terms and conditions of probation. In order to provide this support for more successful

probation supervision practices for felony offenders the legislation established a system which requires probation departments to implement and maintain evidence based practices in adult felony supervision. This measure is designed to help decrease California's prison admissions by reducing criminal behavior, and thus relieve prison overcrowding and save public funds.

Based on a jurisdiction's success, measured by the reduction of felony probationers who are sent to prison, the state shares a portion of its savings achieved with those jurisdictions that are successful in reducing the number of felony probationers committed to state prison. At the end of every calendar year, the California Department of Finance is required to determine the statewide and county specific felony probation failure rates. Using a baseline felony probation failure rate for calendar years 2006 through 2008, the California Department of Finance calculates the amount of savings to be provided to each county probation department.

Based on improvements in probation failure rates reflected in the increase in grant funding provided to counties, SB 678 grants appear very successful. The county funding level grew from \$89.2 million in 2011-12 to \$138.9 million in 2012-13 due to improved performance in the prevention of probation failures. Over these two years, it is estimated that SB 678 has prevented over 15,000 prison admissions.

Based on the FY 2013-2014 allocated funding, the Probation Department intends to use the funds to continue to fund three existing positions which provide direct service support to sworn staff, and to continue to provide evidence based services and programs to the high-risk felony population. As a result of this funding allocation, the Probation Department is proposing to increase its FY 2015 CCPIF revenue and expenditures to \$954,483. This expenditure plan will continue to have no impact on the General Fund.

Background: In order to meet funding requirements, the Probation Department used a portion of these funds to increase staffing to provide intensive supervision to high risk felony probationers who pose the greatest risk of being committed to state prison for committing new crimes or violating Court imposed terms and conditions of Probation. Further, funds were used to implement a fourth generation risk and needs assessment tool and to secure contracts with

community based organizations to provide cognitive behavioral treatment (CBT) and vocational, educational and employment training programs and support.

As a result of successfully diverting offenders from being committed to state prison, the Santa Clara County Probation Department received \$647,289 for FY 2011-2012 and \$558,366 for FY 2012-2013.

According to the California Department of Finances calculations, the Santa Clara County Probation Department will receive a Community Corrections Performance Incentives Act allocation of \$954,483, pursuant to Penal Code Section 1233.3, for Fiscal Year 2013-14. The funds allocated pursuant to this act shall be used to provide services for adult felony offenders subject to probation, and shall be spent on evidence based community corrections practices and programs.

Net Cost: \$0

Increase in Services and Supplies \$396,117
offset by Revenue \$396,117

● **Public Safety Realignment Program
(AB 109)**

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources.

One-time Savings: \$876,810

**Probation Department— Budget Unit 246
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3710	Information Services Fund 0001	3,954,020	4,097,846	4,249,982	4,273,992	176,146	4.3%
3720	Administrative Svcs Fund 0001	14,243,802	16,714,583	17,770,500	17,700,904	986,321	5.9%
3722	Staff Training Fund 0001	931,580	1,261,027	1,308,953	1,309,698	48,671	3.9%
024615	Adult Probation Svcs Div Fund 0001	33,216,240	39,067,651	41,001,026	41,428,956	2,361,305	6.0%
024616	Juvenile Probation Svcs Div Fund 0001	28,217,109	32,311,633	33,719,541	33,812,320	1,500,687	4.6%
024617	Institution Services Division - Fund 0001	46,673,628	47,922,028	52,589,021	52,788,060	4,866,032	10.2%
Total Net Expenditures		\$ 127,236,379	\$ 141,374,768	\$ 150,639,023	\$ 151,313,930	\$ 9,939,162	7.0%



Probation Department— Budget Unit 246 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3710	Information Services Fund 0001	3,954,020	4,097,846	4,249,982	4,273,992	176,146	4.3%
3720	Administrative Svcs Fund 0001	14,377,617	16,899,513	17,955,430	17,885,834	986,321	5.8%
3722	Staff Training Fund 0001	931,580	1,261,027	1,308,953	1,309,698	48,671	3.9%
024615	Adult Probation Svcs Div Fund 0001	33,372,807	39,288,159	41,221,534	41,649,464	2,361,305	6.0%
024616	Juvenile Probation Svcs Div Fund 0001	28,258,204	32,311,633	33,719,541	33,812,320	1,500,687	4.6%
024617	Institution Services Division - Fund 0001	46,673,628	47,922,028	52,589,021	52,788,060	4,866,032	10.2%
Total Gross Expenditures \$		127,567,856 \$	141,780,206 \$	151,044,461 \$	151,719,368 \$	9,939,162	7.0%

Probation Department— Budget Unit 246 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 109,914,197	\$ 119,912,943	\$ 129,835,213	\$ 130,148,746	\$ 10,235,803	8.5%
Services And Supplies	17,291,668	21,867,263	21,209,248	21,570,622	(296,641)	-1.4%
Fixed Assets	361,990	—	—	—	—	—
Total Gross Expenditures \$	127,567,856 \$	141,780,206 \$	151,044,461 \$	151,719,368 \$	9,939,162	7.0%
Expenditure Transfers	(331,476)	(405,438)	(405,438)	(405,438)	—	—
Total Net Expenditures \$	127,236,379 \$	141,374,768 \$	150,639,023 \$	151,313,930 \$	9,939,162	7.0%

Probation Department— Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3710	Information Services Fund 0001	\$ 1,902	\$ —	\$ —	\$ —	\$ —	—
3720	Administrative Svcs Fund 0001	25,226,006	24,096,458	21,816,903	21,816,903	(2,279,555)	-9.5%
3722	Staff Training Fund 0001	1,086	136,972	136,972	136,972	—	—
024615	Adult Probation Svcs Div Fund 0001	10,169,259	13,920,636	13,754,117	15,004,879	1,084,243	7.8%
024616	Juvenile Probation Svcs Div Fund 0001	4,241,327	5,056,636	6,721,626	6,721,626	1,664,990	32.9%
024617	Institution Services Division - Fund 0001	381,674	280,052	280,052	280,052	—	—
Total Revenues \$		40,021,255 \$	43,490,754 \$	42,709,670 \$	43,960,432 \$	469,678	1.1%



Probation Department— Budget Unit 246

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Other Financing Sources	\$ 24,802,854	\$ 29,548,657	\$ 31,353,328	\$ 32,207,973	\$ 2,659,316	9.0%
Aid From Government Agencies - State	4,312,619	3,486,997	1,173,566	1,173,566	(2,313,431)	-66.3%
Aid From Government Agencies - Federal	9,657,243	9,223,602	9,223,602	9,619,719	396,117	4.3%
Charges For Services	1,197,464	1,108,248	898,074	898,074	(210,174)	-19.0%
Licenses, Permits, Franchises	750	2,500	1,000	1,000	(1,500)	-60.0%
Fines, Forfeitures, Penalties	50,324	120,750	60,100	60,100	(60,650)	-50.2%
Total Revenues	\$ 40,021,255	\$ 43,490,754	\$ 42,709,670	\$ 43,960,432	\$ 469,678	1.1%

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 2014 Approved Budget	16.0	\$ 4,097,846	\$ —
Board Approved Adjustments During FY 2014	1.0	128,486	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	404,106	—
IntraCounty Adjustments	—	(380,456)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	18.0	\$ 4,249,982	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 24,010	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 24,010	\$ —
Recommended Budget	18.0	\$ 4,273,992	\$ —

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 2014 Approved Budget	67.0	\$ 16,714,583	\$ 24,096,458
Board Approved Adjustments During FY 2014	6.0	818,294	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	505,907	—
IntraCounty Adjustments	—	(261,166)	—
Other Adjustments	—	(7,118)	(2,279,555)
Subtotal (Current Level Budget)	73.0	\$ 17,770,500	\$ 21,816,903



Administrative Svcs Fund 0001 — Cost Center 3720 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (165,028)	\$ —
Decision Packages			
Enhance Resources for the Record Clearance Program	1.0	95,432	—
Adjust Resources in the Juvenile Probation Funding Grant	—	—	—
Adjust Resources for the Youthful Offender Block Grant	—	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ (69,596)	\$ —
Recommended Budget	74.0	\$ 17,700,904	\$ 21,816,903

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 2014 Approved Budget	7.0	\$ 1,261,027	\$ 136,972
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,552	—
IntraCounty Adjustments	—	(4,105)	—
Other Adjustments	—	(521)	—
Subtotal (Current Level Budget)	7.0	\$ 1,308,953	\$ 136,972
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 745	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 745	\$ —
Recommended Budget	7.0	\$ 1,309,698	\$ 136,972

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 2014 Approved Budget	274.5	\$ 39,067,651	\$ 13,920,636
Board Approved Adjustments During FY 2014	-3.0	(314,220)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	2,286,616	—
IntraCounty Adjustments	—	73,465	9,481
Other Adjustments	—	(112,486)	(176,000)
Subtotal (Current Level Budget)	269.5	\$ 41,001,026	\$ 13,754,117



Adult Probation Svcs Div Fund 0001 — Cost Center 024615 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 31,813	\$ 854,645
Decision Packages			
Increase Revenue and Expenditures for the SB678-CCPIF Grant	—	396,117	396,117
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 427,930	\$ 1,250,762
Recommended Budget	269.5	\$ 41,428,956	\$ 15,004,879

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 2014 Approved Budget	188.0	\$ 32,311,633	\$ 5,056,636
Board Approved Adjustments During FY 2014	5.0	421,900	1,892,490
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,423,980	—
IntraCounty Adjustments	—	115,558	—
Other Adjustments	—	(553,530)	(227,500)
Subtotal (Current Level Budget)	192.0	\$ 33,719,541	\$ 6,721,626
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 23,701	\$ —
Decision Packages			
Enhance the Automated Fingerprinting ID Program	1.0	69,078	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 92,779	\$ —
Recommended Budget	193.0	\$ 33,812,320	\$ 6,721,626

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 2014 Approved Budget	—	\$ 35,051	\$ 35,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(51)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 35,000	\$ 35,000



Institution Services Division - Fund 0001 — Cost Center 024617
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 35,000	\$ 35,000

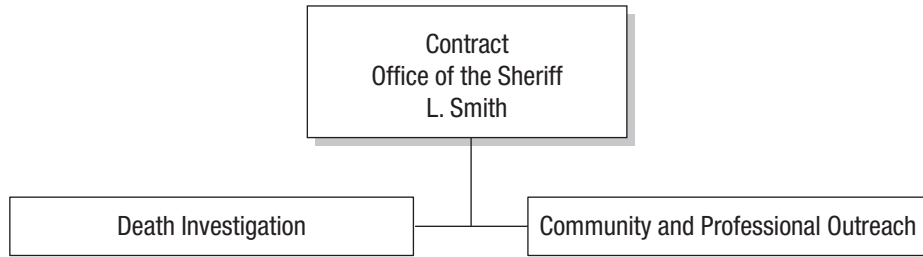
0001-General Fund (Fund Number 0001)

Current Level Budget			
FY 2014 Approved Budget	334.0	\$ 47,886,977	\$ 245,052
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	4,246,366	—
IntraCounty Adjustments	—	491,826	—
Other Adjustments	—	(71,148)	—
Subtotal (Current Level Budget)	336.0	\$ 52,554,021	\$ 245,052

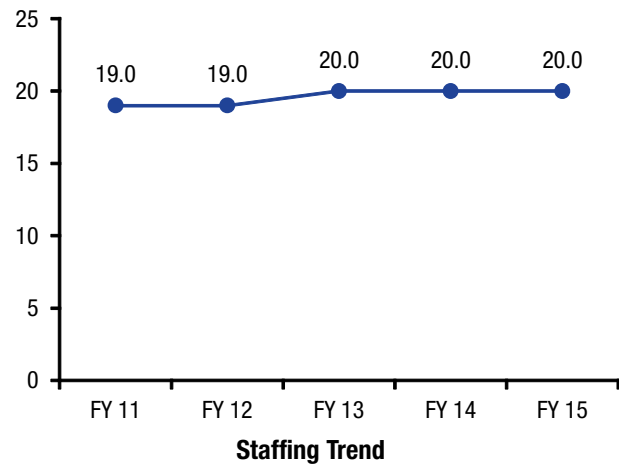
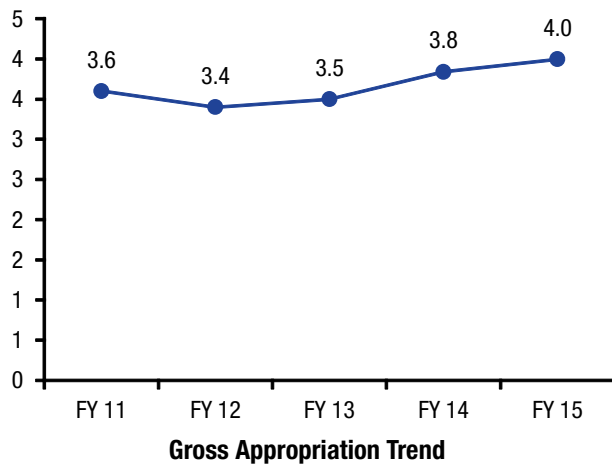
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 50,016	\$ —
Decision Packages			
Enhance the Prison Rape Elimination Act (PREA) Program	1.0	149,023	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 199,039	\$ —
Recommended Budget	337.0	\$ 52,753,060	\$ 245,052



Medical Examiner-Coroner



Section 2: Public Safety and Justice



Public Purpose

- **Preservation of a Dignified Community**
- **Preservation of a Safe Community**
- **Preservation of a Healthy Community**



Description of Major Services

Since July 1, 2004, the Sheriff's Office has been responsible for the administrative management of the Medical Examiner-Coroner's Office.

Completion of Death Determination Investigation

This service includes investigation into the cause and manner of death, laboratory testing and other medical investigation by physicians and investigation staff. This service is mandated by State of California Government Code Section 27491 which requires investigation by the coroner into all deaths occurring in the County of Santa Clara which are unexpected or unexplained.

Professional and Community Education

The Office of the Medical Examiner-Coroner regularly provides educational opportunities to medical students

and other health care professionals by offering ongoing internships and resident training opportunities. In addition, the Department conducts on-site scientific seminar education to high school, community college, and university students.

The Office of the Medical Examiner-Coroner also offers educational opportunities to law enforcement, fire and paramedic personnel. These experiences allow participants to come in close contact with the deceased in a highly controlled and supportive environment. The department participates in a wide variety of community outreach educational presentations. Many, such as Sober Graduation and Every 15 Minutes target teenage drinking and driving awareness.

Current and Emerging Issues

Impact of Vacancies on Caseloads

The Medical Examiner-Coroner's Office (MEC) received a total of 4,279 reported cases in calendar year 2013, of which 1,141 were under the jurisdiction of the MEC. The Medical Examiner-Coroner continues to adhere to the

national standards set by the National Association of Medical Examiners (NAME). There are two vacancies within the support staff, and the MEC is using supplemental resources to assist with the caseload while recruitments continue.

County Executive's Recommendation

Maintain the Current Level Budget for FY 2015.

Med Exam-Coroner Fund 0001— Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,488,128	\$ 3,838,933	\$ 3,973,961	\$ 3,995,356	\$ 156,423	4.1%
Total Net Expenditures		\$ 3,488,128	\$ 3,838,933	\$ 3,973,961	\$ 3,995,356	\$ 156,423	4.1%

Med Exam-Coroner Fund 0001— Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,488,128	\$ 3,838,933	\$ 3,973,961	\$ 3,995,356	\$ 156,423	4.1%
Total Gross Expenditures		\$ 3,488,128	\$ 3,838,933	\$ 3,973,961	\$ 3,995,356	\$ 156,423	4.1%

Med Exam-Coroner Fund 0001— Budget Unit 293 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 2,832,914	\$ 3,164,323	\$ 3,346,323	\$ 3,346,323	\$ 182,000	5.8%
Services And Supplies	655,215	674,610	627,638	649,033	(25,577)	-3.8%
Total Net Expenditures	\$ 3,488,128	\$ 3,838,933	\$ 3,973,961	\$ 3,995,356	\$ 156,423	4.1%

Med Exam-Coroner Fund 0001— Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 312,727	\$ 394,367	\$ 394,367	\$ 394,367	—	—
Total Revenues		\$ 312,727	\$ 394,367	\$ 394,367	\$ 394,367	—	—

Med Exam-Coroner Fund 0001— Budget Unit 293 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Licenses, Permits, Franchises	\$ 23,188	\$ 24,437	\$ 24,437	\$ 24,437	—	—
Charges For Services	—	93,000	93,000	93,000	—	—
Other Financing Sources	289,539	276,930	276,930	276,930	—	—
Total Revenues	\$ 312,727	\$ 394,367	\$ 394,367	\$ 394,367	—	—



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 2014 Approved Budget	20.0	\$	3,838,933	\$	394,367
Board Approved Adjustments During FY 2014	—		—		—
Cost to Maintain Current Program Services					
Salary and Benefit Adjustments	—		178,501		—
IntraCounty Adjustments	—		(46,972)		—
Other Adjustments	—		3,499		—
Subtotal (Current Level Budget)	20.0	\$	3,973,961	\$	394,367
Recommended Changes for FY 2015					
IntraCounty Adjustments	—	\$	21,395	\$	—
Decision Packages					
Information Technology					
Capital					
Subtotal (Recommended Changes)	—	\$	21,395	\$	—
Recommended Budget	20.0	\$	3,995,356	\$	394,367



Section 3: Children, Seniors, and Families

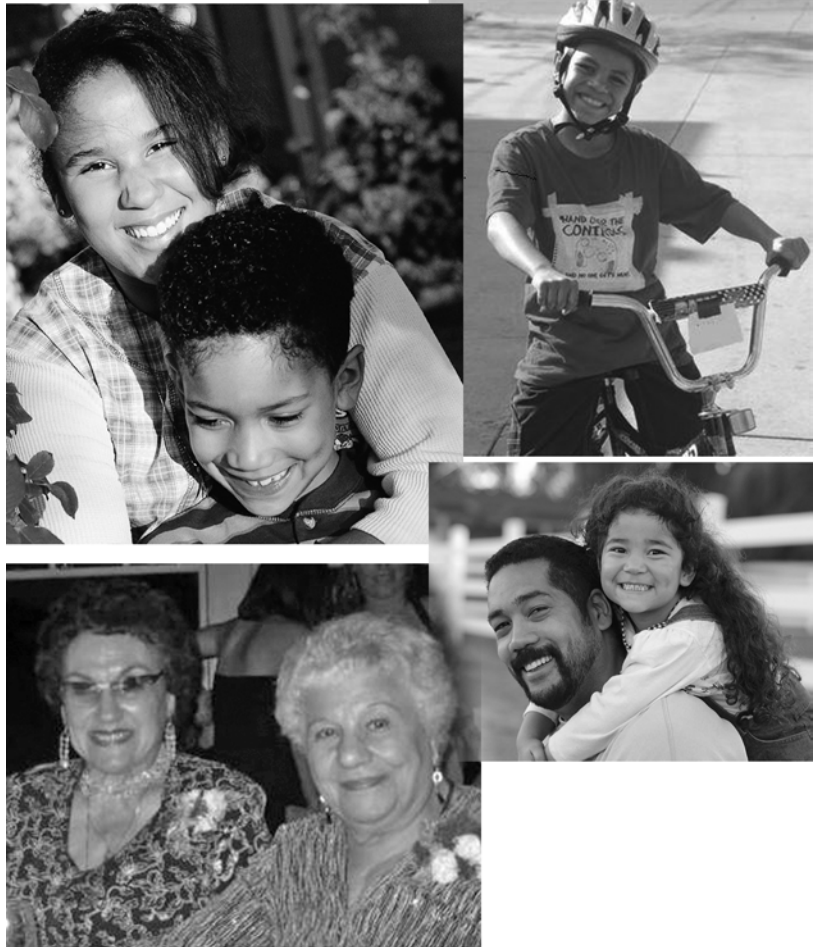
Section 3: Children, Seniors,
and Families



Children, Seniors and Families

Mission

The mission of the departments overseen by the Children, Seniors and Families Committee is to provide child support, welfare-to-work and other culturally-competent services that reduce the need for public assistance and protect, sustain, and enhance the lives of children, families, adults, seniors, and economically-dependent individuals.



Departments

- **Child Support Services**
- **In-Home Supportive Services**
- **Social Services Agency**
 - Agency Office
 - Family and Children's Services
 - Employment and Benefit Services
 - Aging and Adult Services

Children, Seniors and Families

Child Support Services
Budget Unit 200

In-Home Supportive Services
Budget Unit 116

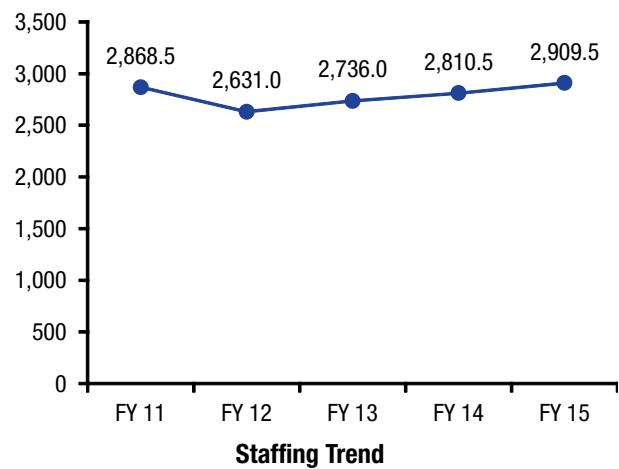
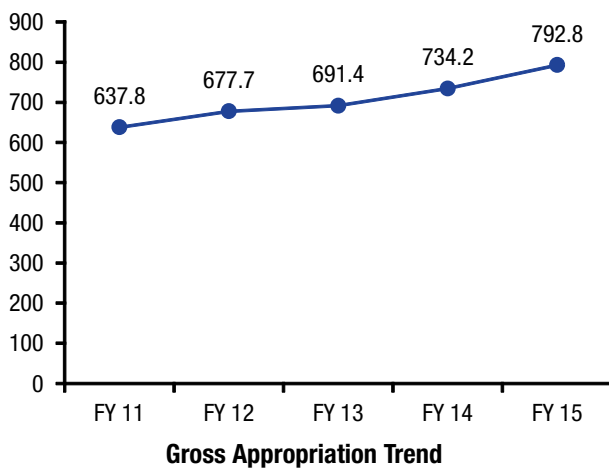
Agency Office – SSA
Budget Unit 502

Family and Children’s Services – SSA
Budget Unit 503

Employment and Benefit Services – SSA
Budget Unit 504

Aging and Adult Services – SSA
Budget Unit 505

Section 3: Children, Seniors, and Families



Net Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
200	Dept of Child Support Services	\$ 37,523,275	\$ 37,237,619	\$ 39,544,995	\$ 36,975,666	\$ (261,953)	-0.7%
116	In-Home Supportive Services	114,635,920	104,117,000	134,751,954	134,751,954	30,634,954	29.4%
502	Social Services Agency	111,568,381	123,236,831	129,039,546	129,764,846	6,528,015	5.3%
503	Department of Family & Children's Services	148,032,672	173,175,247	181,863,401	183,788,247	10,613,000	6.1%
504	Department of Employment & Benefit Svc	223,204,254	263,490,223	268,886,579	269,462,480	5,972,257	2.3%
505	Department of Aging and Adult Services Fund 0001	29,660,719	32,340,610	37,116,153	37,463,548	5,122,938	15.8%
Total Net Expenditures		\$ 664,625,223	\$ 733,597,530	\$ 791,202,629	\$ 792,206,742	\$ 58,609,211	8.0%

Gross Expenditures By Department

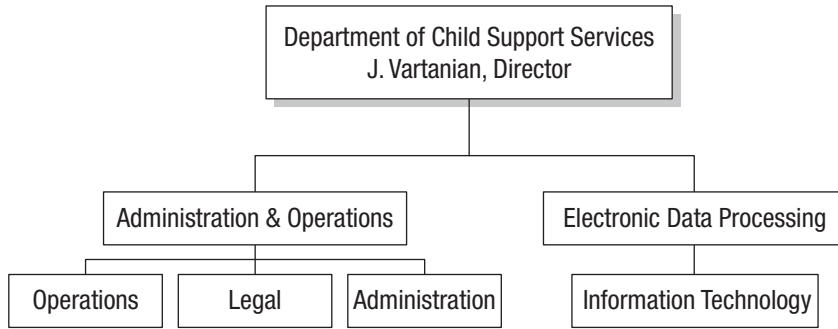
BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
200	Dept of Child Support Services	\$ 37,523,275	\$ 37,237,619	\$ 39,544,995	\$ 36,975,666	\$ (261,953)	-0.7%
116	In-Home Supportive Services	114,635,920	104,117,000	134,751,954	134,751,954	30,634,954	29.4%
502	Social Services Agency	111,743,556	123,757,105	129,559,820	130,285,120	6,528,015	5.3%
503	Department of Family & Children's Services	148,111,279	173,258,558	181,946,712	183,871,558	10,613,000	6.1%
504	Department of Employment & Benefit Svc	223,204,254	263,490,223	268,886,579	269,462,480	5,972,257	2.3%
505	Department of Aging and Adult Services Fund 0001	32,185,736	32,340,610	37,117,646	37,465,041	5,124,431	15.8%
Total Gross Expenditures		\$ 667,404,021	\$ 734,201,115	\$ 791,807,707	\$ 792,811,820	\$ 58,610,704	8.0%

Revenues By Department

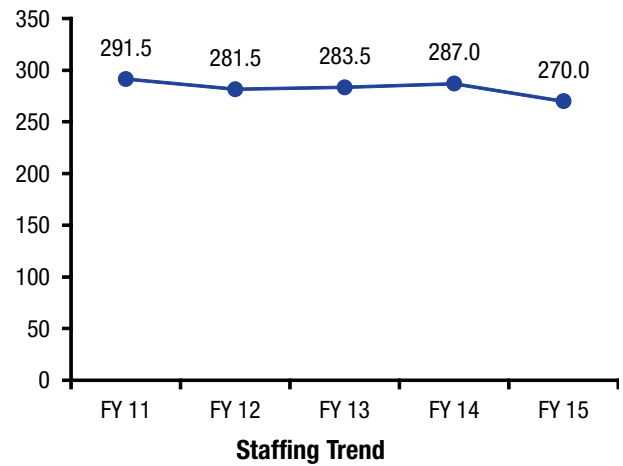
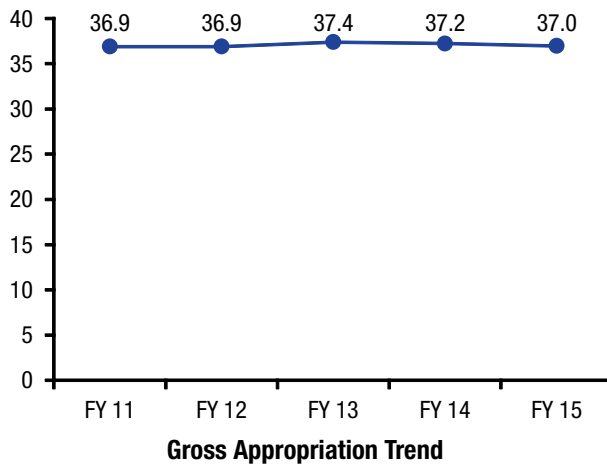
BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
200	Dept of Child Support Services	\$ 37,044,540	\$ 37,237,619	\$ 36,975,766	\$ 36,975,766	\$ (261,853)	-0.7%
116	In-Home Supportive Services	54,542,308	47,546,118	71,886,639	71,886,639	24,340,521	51.2%
502	Social Services Agency	29,055,341	29,416,919	29,346,479	29,415,735	(1,184)	0.0%
503	Department of Family & Children's Services	176,025,219	191,464,230	220,221,176	220,962,088	29,497,858	15.4%
504	Department of Employment & Benefit Svc	262,954,944	310,772,542	317,074,371	317,929,142	7,156,600	2.3%
505	Department of Aging and Adult Services Fund 0001	26,874,244	27,206,495	33,134,652	33,277,224	6,070,729	22.3%
Total Revenues		\$ 586,496,597	\$ 643,643,923	\$ 708,639,083	\$ 710,446,594	\$ 66,802,671	10.4%



Department of Child Support Services



Section 3: Children, Seniors, and Families



Public Purpose

- ➔ **Minimize taxpayer burden by ensuring that both parents provide adequate financial and medical support to children.**



Description of Major Services

The Department of Child Support Services (DCSS) works to ensure that parents provide child support and health insurance. Following are the major services provided to children and their families.

Establishment of Paternity and Court Orders

These services enforce financial and medical support for minor children, 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 by wage assignments (court-ordered payroll deductions), use of automatic fund transfers for individuals, intercepts of Federal and State tax refunds, and other methods. Just over 65% of money collected comes from wage assignments. All court orders include

wage assignments. Many parents voluntarily support their minor children, providing payments as needed or in compliance with a court order.

Distribution of Child Support Collections

DCSS minimizes the taxpayer burden by reducing the need for public assistance to single parent families. By collecting and distributing child support payments to families, the Department helps reduce the need for public assistance while maintaining financial support for children. Distribution of child support payments to families is a priority.

Customer Service

It is the Department's goal to assist parents within the child support program in understanding their rights and responsibilities under the law. The desired result is to have informed customers and stakeholders by providing timely information about services, considerate and professional customer interaction, and timely response to requests for assistance.

The Department 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

The Changing American Family

Families in 2014 look very different when compared to their counterparts in 1975 when the child support program was first established. Today, two-thirds of single heads of households are working outside the home. Seventy percent of U.S. mothers with children under the age of 18, married or not, are in the labor force. Over 24 million children (1 out of 3) live apart from their biological fathers. While the American family has changed, one thing that has not changed is the value of the family to the healthy development of children.

Government, nonprofit and private organizations often work towards a common mission or goal, but generally do so within their own pre-established silos. Services offered through the child support program are but one component of a much larger effort to promote positive outcomes for children and families. The challenge is for the child support program to work collaboratively with other social services agencies toward a shared objective while recognizing that our society has experienced dramatic changes in how families are structured.

The child support program today is one of the Big Three anti-poverty programs, along with the Earned Income Tax Credit and the Supplemental Nutrition Assistance Program (SNAP). Twenty-six percent of all children in America live in single parent households, and child support provides 40% of the income of low-income families who receive support. Child support can mean the difference between poverty and self-sufficiency.

State Funding Level

Ten years of relative flat-line allocation from the State, coupled with an expectation that the Department spend 98% of the allocation to keep more people employed collecting child support and not leave money on the table at the end of the year that must be returned to the State, does not provide the flexibility to deal with unanticipated (at the time the budget is finalized in June) cost increases, i.e., negotiated salary and benefits, increased contributions to retiree medical and pension liabilities, etc., that occur during the fiscal year.

FY 2015 Deficit

In FY 2015, the Department of Child Support Services (DCSS) will have a \$2.9 million deficit. A significant portion of the deficit is due to another year of flat-line allocation from the State and increases in costs. The FY 2015 cost to maintain the current level of service is \$39,544,995. Because the expected revenue is only \$36,975,666, the Department must reduce expenses. The Department's budget consists primarily of salary and benefit costs, and the Department is forced to eliminate positions in order to stay within the State allocation.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Eliminate Vacant Positions	↓	Reduced services to customers in all areas	-13.0	(\$1,354,390)	—
Eliminate Filled Positions	↓	Reduced oversight of the Paternity Opportunity Program and reduction of Ombudsman program	-3.0	(\$351,977)	—
Increase Budget for Salary Savings	↓	Reduced services in all areas	—	(\$897,803)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↓ Eliminate Vacant Positions

Recommended Action Delete 13.0 FTE vacant positions.

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Child Support Specialist	-3.0	(\$298,022)
Accountant III	-1.0	(\$139,170)
Account Clerk II	-1.0	(\$91,066)
Office Specialist I	-2.0	(\$152,954)
Office Specialist II	-1.0	(\$84,170)
Legal Secretary II	-1.0	(\$113,938)
Legal Clerk	-1.0	(\$103,082)
Supv Legal Clerk	-1.0	(\$127,499)
Call Center Coordinator	-1.0	(\$128,588)
Child Support Officer	-1.0	(\$115,901)
Total	-13.0	(\$1,354,390)

Service Impact: The deletion of 13 vacant positions will impact all units in the department. Work will continue to be redistributed to remaining staff within each classification thereby increasing the workload. In some situations, the work will be done by supervisors and managers resulting in less time for them to plan, train and supervise.

In the Accounting Unit five vacant positions will be deleted including three Child Support Specialists, one Accountant III and one Account Clerk II. This action will reduce the number of staff in the Accounting Unit from 28 to 23. Loss of these positions results in fewer workers to handle the child support financial records which impacts customers when account balances are not

adjusted timely and can result in money being distributed incorrectly or unnecessary enforcement actions.

In the Court Unit two vacant positions will be deleted, one Supervising Legal Clerk and one Legal Clerk. This action will reduce the number of staff in the Court Unit from 20 to 18. Eliminating the Legal Clerk results in increased workload of the remaining unit, and could impact performance measures regarding documents being processed within mandatory time frames.

As a result of eliminating the Supervising Legal Clerk, the Legal Clerks in the Court Unit will get direction from another supervisor in the unit who also divides her time between court and the office overseeing Child Support Officers. The Legal Clerks will experience delays receiving procedural or technical directions on court related documents, examination of court documents for accuracy and completeness, or court room assignments especially during heavy court calendars.

The impact of eliminating the two vacant Office Specialist I and one vacant Office Specialist II positions will be minimal because the demand for physical files has been reduced due to automation.

The deletion of the vacant Legal Secretary II will reduce resources available to assist the Attorney staff with legal documents and motions preparation, caseload calendars, legal tracking on the child support system, locate work, and legal correspondence preparation. The remaining 10 Legal Secretaries or legal support staff will



assist with the Legal Secretary work in order to meet the time sensitive deadlines that impact child support cases and performance measures.

The deletion of one vacant Call Center Coordinator will impact the daily work of the Information Technology (IT) unit. The work of this position will be absorbed by the remaining IT analyst and manager staff. The loss of this position will impact the time IT staff are able to work on implementing major projects, troubleshoot network problems, work with engineers to solve network or software problems or solve problems that impact casework and productivity.

Background: The Statewide Disbursement Unit (SDU) receives and distributes child support payments for California. However, the local DCSS Accounting Unit is responsible for:

- creating, adjusting or modifying child support obligations and financial records,
- analyzing welfare disbursement processes and resolving discrepancies,
- reviewing collections of excess monies and determining appropriate distribution,
- auditing and analyzing Un-reimbursed Assistance Pool (UAP),
- performing calculation of interest on support orders,
- and responding to requests from other counties or entities;

This is work done at the local level by the Child Support Specialists (CSS).

The Accountant III is the supervisor/trainer position for a group of CSS and performs more technical accounting and reports for the department. The Account Clerk II assists with cashiering duties as well as accounts payable.

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 calendar. In the office, they generate documents for contempt, prepare court calendars for Contempt Attorneys, research locate information, and process orders from court calendars.

The Supervising Legal Clerk is responsible for all of the Legal Clerks in the Court unit, both in the office and at court, spending time at both locations as needed.

Over the last three years, DCSS worked to reduce the number of physical files. As a result, there has been a change in work-flow processes where physical files are no longer required to work a case. Most of the physical case files have been scanned into the Child Support Enforcement (CSE) system and either stored off-site or destroyed. There is less need to locate, retrieve or pull paper files by clerical staff. The two vacant Office Specialist I and one vacant Office Specialist II positions are primarily responsible for filing and locating files.

The Call Center Coordinator position has been the first level support for the wide area and local network, software products, troubleshooting technical problems for the DCSS staff, office automation products and inventory asset management. This position also was responsible for resetting passwords, and informing staff of problems with the systems and estimated time for resolution.

Positions Deleted: 13.0 FTE
Ongoing Savings: \$1,354,390

↓ Eliminate Filled Positions

Recommended Action: Delete 3.0 filled positions.

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Child Support Document Examiners	-2.0	(\$210,532)
Management Analyst	-1.0	(\$141,445)
Total	-3.0	(\$351,977)

Service Impact: The Management Analyst position is responsible for the Paternity Opportunity Program (POP) which establishes paternity, outreach, liaison for the Court Facilitators Office and the Ombuds Program that handles complaints from customers. The impact will be that some of the work will be absorbed by Operations. The outreach and the Ombuds programs will likely end due to the time required to maintain these programs.

The two filled Document Examiners positions are deleted due to changes in work processes. The Document Examiners are responsible for processing legal documents and ensuring accuracy and



completeness. With the Child Support Enforcement (CSE) system, most of the documents Child Support Officers generate are formatted, produced in duplicate and can be reviewed prior to being generated. The impact is the automated process reduces the need for collating, reviewing documents after they have been generated by the Child Support Officer.

Positions Deleted: 3.0 FTE
Ongoing Savings: \$351,975

experience with attrition over the last several fiscal years. In the current economic situation, there is no guarantee that attrition seen over the years will continue. Employees may be less likely to leave a permanent position, take extended leaves or voluntary reduced work hours. While salary savings helps to keep DCSS within its allocation, it has an impact on productivity because there are vacant caseloads left either uncovered or partially covered, less workers to respond to customers in a timely manner, and delays in hiring that may affect performance measures.

↓ Increase Budget for Salary Savings

Total Savings: \$897,803

Recommended Action. Increase budget for Salary Savings by \$897,803.

Service Impact: In FY 2015, DCSS will continue to rely on sufficient attrition to achieve required salary savings. The expectation is based on the department's

Dept of Child Support Services— Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3804	DCSS Exp - Admin Fund 0193	35,327,792	35,818,829	37,962,308	35,611,729	(207,100)	-0.6%
3805	DCSS Exp - Electronic Data Processing Fund 0193	2,195,484	1,418,790	1,582,687	1,363,937	(54,853)	-3.9%
Total Net Expenditures \$		37,523,275 \$	37,237,619 \$	39,544,995 \$	36,975,666 \$	(261,953)	-0.7%

Dept of Child Support Services— Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3804	DCSS Exp - Admin Fund 0193	35,327,792	35,818,829	37,962,308	35,611,729	(207,100)	-0.6%
3805	DCSS Exp - Electronic Data Processing Fund 0193	2,195,484	1,418,790	1,582,687	1,363,937	(54,853)	-3.9%
Total Gross Expenditures \$		37,523,275 \$	37,237,619 \$	39,544,995 \$	36,975,666 \$	(261,953)	-0.7%



Dept of Child Support Services— Budget Unit 200 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 31,175,949	\$ 32,818,087	\$ 34,433,876	\$ 31,829,706	\$ (988,381)	-3.0%
Services And Supplies	5,714,972	4,338,291	5,029,878	5,064,719	726,428	16.7%
Other Charges	—	81,241	81,241	81,241	—	—
Fixed Assets	632,354	—	—	—	—	—
Total Net Expenditures	\$ 37,523,275	\$ 37,237,619	\$ 39,544,995	\$ 36,975,666	\$ (261,953)	-0.7%

Dept of Child Support Services— Budget Unit 200 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
3804	DCSS Exp - Admin Fund 0193	\$ 37,044,540	\$ 35,818,829	\$ 35,611,729	\$ 35,611,729	\$ (207,100)	-0.6%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,418,790	1,363,937	1,363,937	(54,853)	-3.9%
3806	DCSS Rev Federal Participation - Fund 0192	—	—	100	100	100	NA
Total Revenues		\$ 37,044,540	\$ 37,237,619	\$ 36,975,766	\$ 36,975,766	\$ (261,853)	-0.7%

Dept of Child Support Services— Budget Unit 200 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 98	\$ 30,000	\$ 200	\$ 200	\$ (29,800)	-99.3%
Aid From Government Agencies - Federal	71,720	—	72,000	72,000	72,000	NA
Other Financing Sources	36,972,723	37,207,619	36,903,566	36,903,566	(304,053)	-0.8%
Total Revenues	\$ 37,044,540	\$ 37,237,619	\$ 36,975,766	\$ 36,975,766	\$ (261,853)	-0.7%

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 2014 Approved Budget	281.0	\$ 35,818,829	\$ 35,818,829
Board Approved Adjustments During FY 2014	-1.0	(383,895)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,897,125	—
IntraCounty Adjustments	—	614,485	(250,000)
Other Adjustments	—	15,764	42,900
Subtotal (Current Level Budget)	280.0	\$ 37,962,308	\$ 35,611,729



DCSS Exp - Admin Fund 0193 — Cost Center 3804
Major Changes to the Budget

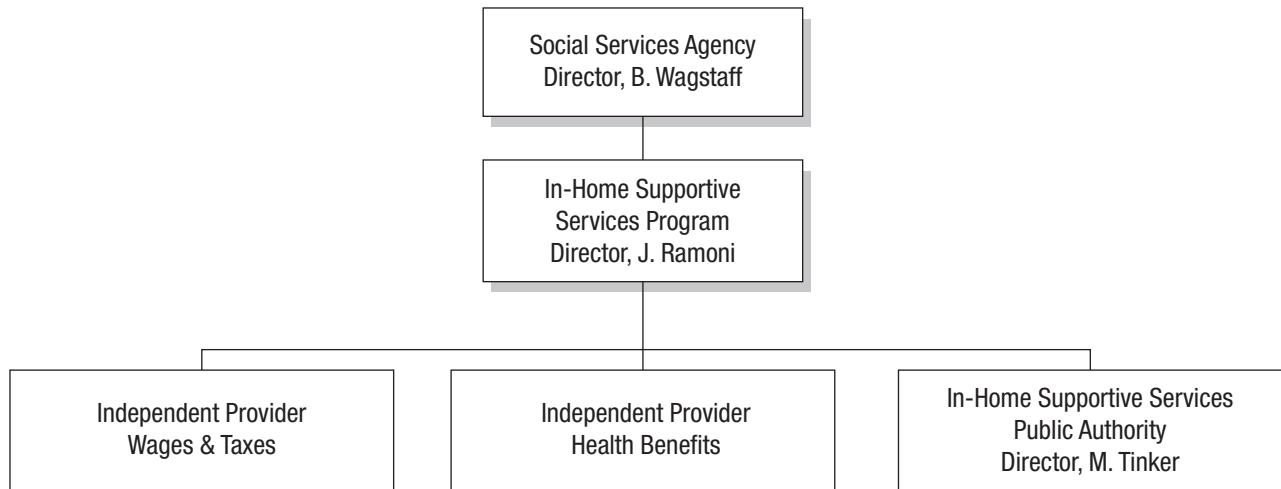
	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 33,429	\$ —
Decision Packages			
Eliminate Vacant Positions	-13.0	(1,354,390)	—
Eliminate Filled Positions	-3.0	(351,977)	—
Increase Budget for Salary Savings	—	(677,641)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-16.0	\$ (2,350,579)	\$ —
Recommended Budget	264.0	\$ 35,611,729	\$ 35,611,729

DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805
Major Changes to the Budget

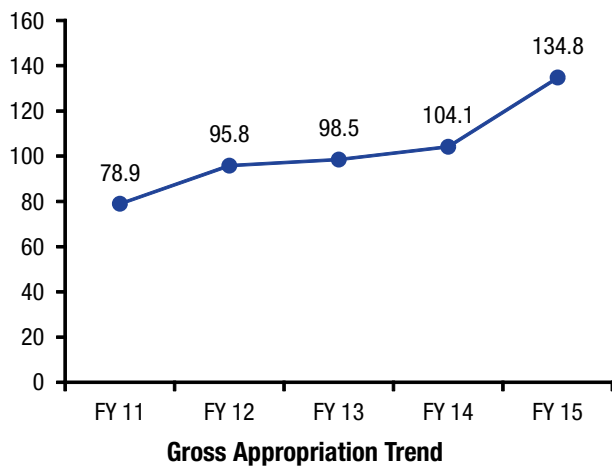
	Positions	Appropriations	Revenues
0193-DCSS Expenditure Fund (Fund Number 0193)			
Current Level Budget			
FY 2014 Approved Budget	6.0	\$ 1,418,790	\$ 1,418,790
Board Approved Adjustments During FY 2014	—	80,292	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,906	—
IntraCounty Adjustments	—	(96,518)	(54,853)
Other Adjustments	—	118,217	—
Subtotal (Current Level Budget)	6.0	\$ 1,582,687	\$ 1,363,937
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,412	\$ —
Decision Packages			
Increase Budget for Salary Savings	—	(220,162)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (218,750)	\$ —
Recommended Budget	6.0	\$ 1,363,937	\$ 1,363,937



In-Home Supportive Services Program Costs



Section 3: Children, Seniors,
and Families



Description of Major Services

In-Home Supportive Services (IHSS)

In Santa Clara County, the Social Services Agency (SSA) determines consumer eligibility and the number of service hours that each eligible person can receive for domestic and personal care services. The consumer population includes qualified elderly, blind, or disabled persons who require assistance to remain safely in their homes. The staff who determine eligibility are budgeted in the Department of Aging and Adult Services in the Social Services Agency. Wages and benefits for service providers and costs associated with the Public Authority are budgeted here.

The independent provider (IP) mode is the sole service mode for IHSS in Santa Clara County. As of March 2014, 18,986 people were receiving services from 18,524 full or part-time Independent Providers.

The current wage for IPs is \$12.44 per hour. Providers are eligible for benefits if they work at least 35 hours per month for two consecutive months. IPs who receive health benefits pay a premium of \$25.00 per month. The table below shows the latest information related to the IHSS caseload and benefits.

IHSS Caseload and Provider Health Benefits

Clients/Providers ^a	2013	2014	% Change
# of Clients	16,946	18,986	12%
# of Providers	16,087	18,524	15.1%
Health Benefit ^b	# of Enrolled Providers		% Change
Valley Health Plan	8,373	9,121	8.9%
Liberty Dental Plan	8,930	9,702	8.6%
Vision Service Plan	8,930	9,702	8.6%

a. Data as of April 2014.

b. Data as of April 2014.

IHSS Maintenance of Effort Requirement

IHSS services are provided under three programs: Personal Care Services Program (PCSP), Federal Plus Waiver Program (converted to State Plus Option in 2009), and Residual Program. Prior to FY 2013, the standard reimbursement formula for IHSS was 50% Federal, 32.5% State, and 17.5% County share.

Beginning July 1, 2012, the County has a Maintenance of Effort (MOE) requirement instead of paying its share of non-Federal costs. Nearly 99.5% percent of all cases receive Federal Financial Participation (FFP). There is no cap for Federal reimbursement.

The County MOE requirement is based on the County's actual FY 2012 share of cost for IHSS. However, the State has not yet issued the final MOE requirements to counties because FY 2012 county claims are still being audited to ascertain actual costs. The Administration assumes a total MOE requirement of \$58.8 million for Santa Clara County based on the preliminary MOE issued by the State. Of the total anticipated MOE, \$2.1 million is budgeted in the Social Services Agency budget and is related to the cost of administration of the program. The MOE amount assumed for IHSS wages and benefits and the Public Authority is budgeted here at \$62.9 million.

Expenditures and revenues in the FY 2015 base budget continue to reflect State and Federal revenue participation in order to show the net County cost equal to the anticipated MOE. As counties receive additional clarification from the State on how the actual claiming process will work under the MOE, the reflection of revenues and expenditures may need to be changed, but the overall net County cost will remain the same and will be equal to the County's MOE requirement.

The Public Authority

The Public Authority provides a registry to match IHSS consumers with independent home care providers, screens all care providers, offers access to training for both consumers and providers, acts as the employer of record for independent home care providers for collective bargaining purposes, and administers benefits to independent providers, such as medical, dental and vision coverage and provides mandatory enrollment of all new independent providers which includes conducting Department of Justice criminal background checks.

Current and Emerging Issues

Public Authority Rate Increase

In March 2014, the County increased the Public Authority (PA) rate from \$16.73 to \$17.14 due to changes in benefits rates (health, dental, and vision), payroll taxes projected for FY2015, and a contractually approved provider wage increase of \$0.24. The rate has been submitted to the State for approval in order to claim and maximize IHSS program cost reimbursement from the State and Federal government.

Coordinated Care Initiative

In 2012, the State budget authorized the Coordinated Care Initiative (CCI) in eight counties (Alameda, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Mateo, and Santa Clara) and thus expanded the number of Medi-Cal enrollees who must enroll in Medi-Cal managed care to receive their benefits. 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 Medi-Connect.
- **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, 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 eight 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.

Under the current system (prior to CCI), dual eligibles must access 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 leads to beneficiary confusion, delayed care, inappropriate utilization and unnecessary costs.

As a pilot county, Santa Clara will initiate the LTSS portion of the CCI effective July 1, 2014 and implement the Cal Medi-Connect Program January 1, 2015. Santa Clara County's two identified health plans are Santa Clara Family Health Plan and Anthem Blue Cross.

IHSS Maintenance of Effort (MOE)

Beginning with FY 2013, based on SB 1036, counties are responsible for an MOE funding level for the IHSS program in lieu of the long-standing State/county cost sharing ratios. Each county's MOE is established based on the sum of: 1) the county's actual IHSS services expenditures in FY2012, and 2) the county's State FY2012 allocations for county administration and public authority administration. On July 1, 2014, the County IHSS MOE base is scheduled to be adjusted by an inflation factor of 3.5%. Beginning on July 1, 2015, and annually thereafter, the County IHSS MOE from the previous year will be adjusted by an inflation factor of 3.5%. In fiscal years when the combined total of 1991-1992 State Local Realignment revenues received for the prior fiscal year are less than revenues received two years prior, the inflation factor will be zero.

The MOE will become inoperative if the CCI demonstration project and the responsibilities of the Statewide Authority become inoperative. If the MOE becomes inoperative then the prior county share of non-Federal cost would again become effective.



Federal Overtime Regulations

Federal Department of Labor (DOL) regulations will require, as of January 1, 2015, payment to domestic workers for time worked over 40 hours per week. In addition, the regulations require payment to providers traveling between multiple recipients, wait time that is associated with medical accompaniment, and time spent in mandatory provider training. The Governor estimates the regulations would increase IHSS program costs by over \$600 million (total funds) by 2015-2016.

The Governor's current budget proposes to prohibit any IHSS provider from working more than 40 hours in a week. A provider would not be allowed to work more than 40 hours in a week for a single client, and would additionally prohibit an IHSS provider who has multiple clients work more than 40 hours combined for their clients (including clients served under Waiver Personal Care Services programs). There are approximately 49,000 recipients statewide who have over 160 authorized hours per month. Of those, 37,000 have a single provider and 12,000 have multiple providers.

State Settlement

Reducing IHSS Authorized Hours

In March 2013, the State reached a settlement agreement regarding various lawsuits against the IHSS program changes that have been enacted since 2009. These legal challenges included: 1) State sharing in IHSS wages and benefits, 2) reductions authorized by the legislature based on the functional index scores, and 3) 20% across-the-board trigger cuts. The settlement agreement includes an 8% cut in authorized hours on July 1, 2013 for 12 consecutive months. After that period, the total hours reduction will be 7% ongoing. The Governor's Budget continues implementation of the Oster Settlement Agreement which required an 8% cut in 2013-14, and reduces the amount of the cut to 7% beginning July 1, 2014, consistent with that Agreement.

Statewide Collective Bargaining

The State IHSS Services Authority (also known as the Statewide Authority) will take over collective bargaining responsibilities for wages, benefits, and other economic terms and conditions for each county when all IHSS recipients in that county have been enrolled in the CCI. The MOU with the union will remain in place until it expires.

County Executive's Recommendation

The FY 2015 base budget reflects the anticipated County MOE requirement (net County cost). No additional changes to the In-Home Supportive Services Program are recommended for FY 2015.

In-Home Supportive Services— Budget Unit 116 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1002	IHSS Benefits Fund 0001	\$ 75,713,561	\$ 59,086,833	\$ 88,523,848	\$ 88,523,848	\$ 29,437,015	49.8%
1003	IHSS Provider Wages&Taxes - F0001	38,922,359	45,030,167	44,644,412	44,644,412	(385,755)	-0.9%
1004	IHSS Operations - Fund 0001	—	—	1,583,694	1,583,694	1,583,694	NA
Total Net Expenditures		\$ 114,635,920	\$ 104,117,000	\$ 134,751,954	\$ 134,751,954	\$ 30,634,954	29.4%



In-Home Supportive Services— Budget Unit 116 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1002	IHSS Benefits Fund 0001	\$ 75,713,561	\$ 59,086,833	\$ 88,523,848	\$ 88,523,848	\$ 29,437,015	49.8%
1003	IHSS Provider Wages&Taxes - F0001	38,922,359	45,030,167	44,644,412	44,644,412	(385,755)	-0.9%
1004	IHSS Operations - Fund 0001	—	—	1,583,694	1,583,694	1,583,694	NA
Total Gross Expenditures		\$ 114,635,920	\$ 104,117,000	\$ 134,751,954	\$ 134,751,954	\$ 30,634,954	29.4%

In-Home Supportive Services— Budget Unit 116 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 114,635,920	\$ 104,117,000	\$ 134,751,954	\$ 134,751,954	\$ 30,634,954	29.4%
Total Net Expenditures	\$ 114,635,920	\$ 104,117,000	\$ 134,751,954	\$ 134,751,954	\$ 30,634,954	29.4%

In-Home Supportive Services— Budget Unit 116 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1002	IHSS Benefits Fund 0001	\$ 54,409,888	\$ 44,350,950	\$ 70,467,794	\$ 70,467,794	\$ 26,116,844	58.9%
1003	IHSS Provider Wages&Taxes - F0001	132,420	3,195,168	—	—	(3,195,168)	-100.0%
1004	IHSS Operations - Fund 0001	—	—	1,418,845	1,418,845	1,418,845	NA
Total Revenues		\$ 54,542,308	\$ 47,546,118	\$ 71,886,639	\$ 71,886,639	\$ 24,340,521	51.2%

In-Home Supportive Services— Budget Unit 116 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 20,849,088	\$ 10,474,515	\$ 30,721,983	\$ 30,721,983	\$ 20,247,468	193.3%
Aid From Government Agencies - Federal	33,560,540	37,071,603	38,561,518	38,561,518	1,489,915	4.0%
Charges For Services	—	—	2,603,138	2,603,138	2,603,138	NA
Other Financing Sources	132,680	—	—	—	—	—
Total Revenues	\$ 54,542,308	\$ 47,546,118	\$ 71,886,639	\$ 71,886,639	\$ 24,340,521	51.2%



IIHSS Benefits Fund 0001 — Cost Center 1002 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	— \$	59,086,833 \$	44,350,950
Board Approved Adjustments During FY 2014	—	16,101,132	13,489,206
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	13,335,883	12,627,638
Subtotal (Current Level Budget)	— \$	88,523,848 \$	70,467,794
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	88,523,848 \$	70,467,794

IIHSS 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 2014 Approved Budget	— \$	45,030,167 \$	3,195,168
Board Approved Adjustments During FY 2014	—	(5,945,301)	(3,195,168)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	5,559,546	—
Subtotal (Current Level Budget)	— \$	44,644,412 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	44,644,412 \$	—

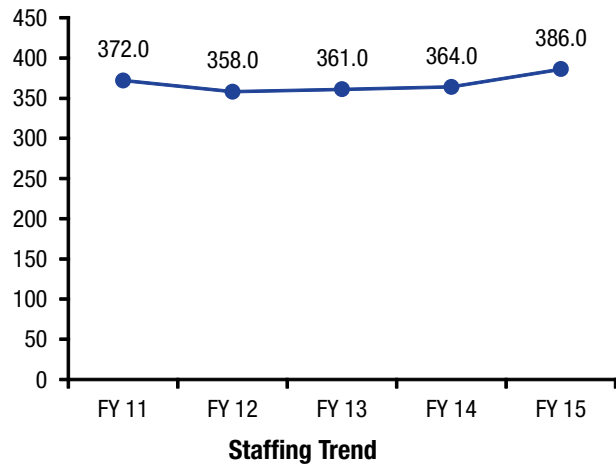
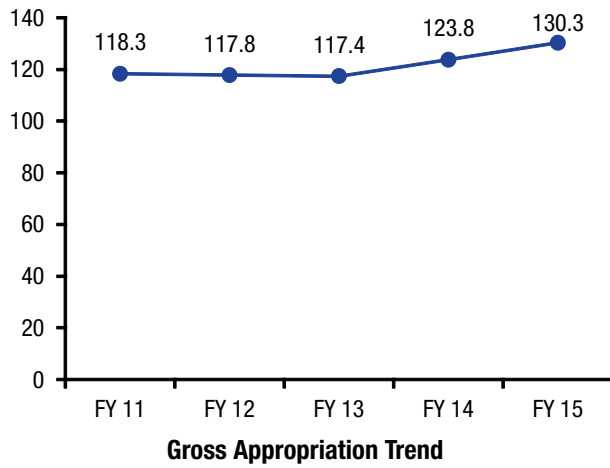
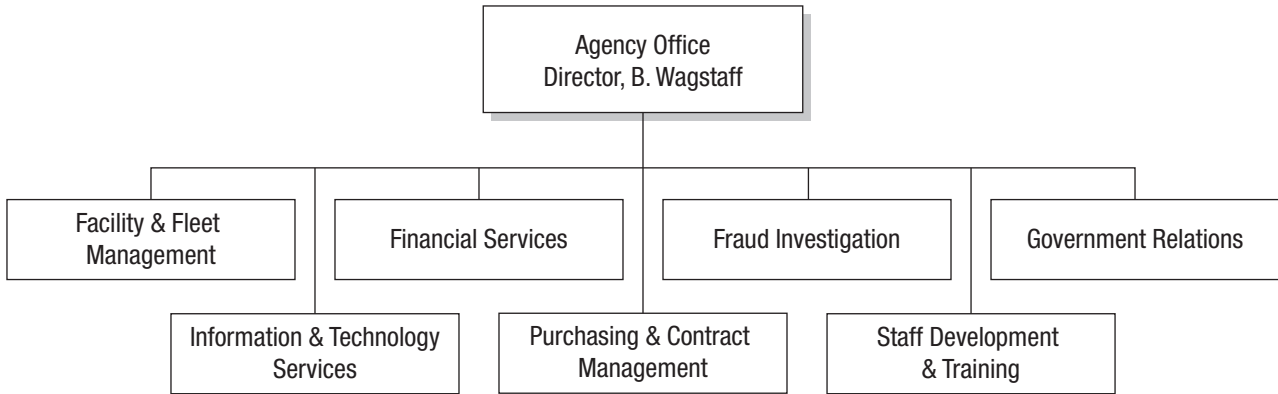


IHSS Operations - Fund 0001 — Cost Center 1004
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2014	—	1,455,892	1,317,685
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	21,927	—
Other Adjustments	—	105,875	101,160
Subtotal (Current Level Budget)	— \$	1,583,694 \$	1,418,845
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,583,694 \$	1,418,845



Agency Office — Social Services Agency



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 93% funded by Federal and State revenues. Agency staff serves more than 412,985 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 agencies to provide a range of services to assist families and individuals to remain self-sufficient, promote and strengthen care of children, and protect and support independence of the frail, elderly and disabled residents. The Agency also operates a system of quality assurance/quality control functions to ensure services are consistent with Federal and State regulations and adhere to established practice standards.

Agency Office (AO)

The Agency Office (AO) includes the Agency Director, Financial Management Services, Information Systems, and Operations & Administrative Services. AO provides leadership and direction for the administrative divisions

and the three service departments, and performs administrative support activities that increase public understanding of SSA's programs and the magnitude of the number of clients served.

Financial Management Services (FMS)

FMS operations include oversight and management of more than \$1.1 billion (\$568 million operating budget, \$186 million in client benefits paid by the State, \$260 million In-Home Supportive Services Program (IHSS) for providers' wages, benefits and Public Authority administration, and \$36 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 \$210 million a year. FMS oversees a \$98 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 \$600 million each year.

FMS responsibilities include Public Administrator/Guardian/Conservator Accounting; Adult and Foster Youth Sub-Payee Accounting; financial oversight of more than \$36 million in client assets, bank accounts, trust accounts, tax preparation, payroll and provider services, client receivable and payable operations; and Court Accounting and Financial Reporting.

FMS oversees, manages, and maintains financial systems integrity and systems account structure alignment for more than 15 financial and banking systems including Public Administrator/Guardian/Conservator (PAGC), State Expense Reimbursement System (FoxPro), Federal Expense Reimbursement System – Division of Payment Management, Bank of America financial systems, Statewide Automated Reconciliation Systems (SARS), PAGC Case Management System (PANO), Collections Systems (VACS), Tax Intercept Systems (WIS), CalWIN Benefit Issuance/Benefit Recovery, Time Capture and Cost Allocation Systems (eTimestudy), eReceiving system, and SAP county financial system.

Information Systems Department (IS)

IS provides leadership, coordination and support for Agency-wide information technology process design, service delivery and program administration. IS designs,

develops, and maintains the Agency's technological infrastructure, application systems, and business processes to enhance operations and service delivery to clients, and enhances employee use of technology. Also, IS manages, supports and provides information for reporting, program administration, decision making, evaluation and accountability. In addition, IS helps identify technical solutions based on business analysis, research and technical innovation; manage effective governance, decision-making and communication; and practice strong customer management relationship. IS has nine units responsible for Agency-wide technical support.

Agency Help Desk and Technical Field Support (AHD/TFS)

This unit is responsible for first level support for PC connectivity and application access and use. This includes CalWIN, CWS/CMS, and other program systems. AHD/TFS also provides initial troubleshooting for network, IP phones, hardware and software related issues. The units serve as the main support and resource for users of the CWS/CMS. AHD handles about 30,000 phone calls and 20,000 tickets a year with 80% of tickets resolved by the unit.

Application and Web

The Application and Web Unit focuses on business analysis, application design, and development and support (including business needs identification, problem analysis, process design, application development and maintenance). This unit also assesses strategic technology and solutions to address the business needs for process efficiencies and operational enhancements.

Business Intelligence (BI)

The BI Unit manages the database for the entire Agency. The unit is responsible for maintaining client eligibility data (CalWIN/CIS), Family & Children Services data (CWS/CMS), and data from many other State, County, and Agency applications. The BI Unit manages and supports the Agency's reporting platform (Business Objects) and the data warehouse/business intelligence. Also, BI builds the Business Object Universe upon which all Agency reports, dashboards, and data extracts are created.

DFCS Applications & Decision Support (DADS)

DADS specializes in strategic planning; business needs assessment and problem analysis, business consulting, process design, data mart, universe design and

administration, management report generation; and decision support for business intelligence services for DFCS. DADS provides primary support and subject matter expertise to CWS/CMS and application design and change implementation; collaborates to research, develop, train, and implement State, Federal, and County software solutions to support business strategies and enhance business operations. DADS also supports designing, implementation, and reporting related to Efforts to Outcomes (ETO) Software for the Independent Living Program (ILP), Family Recruitment, Research, Development, and Support (RDS), Joint Decisions Making (JDM), and California Partners for Permanency Practice (CAPP). DADS also works with community partners and agencies on various projects related to child welfare.

Information Systems Financial Planning and Administration

This unit is responsible for all aspects of Information Technology planning and forecasting. This includes creation of Advance Planning Documents and gathering technical specifications, quotes, and business justifications to meet State and Federal guidelines. The unit is responsible for IT contract administration and supports contract administration for CalWIN and CWS/CMS departments.

Network and Telecommunications Support (NTS)

NTS is responsible for Agency-wide network, Telecomm and UNIX infrastructure for designing, implementing, administering, problem and performance analysis, corrective action planning and implementation. NTS designs, supports and maintains network infrastructure with integrated voice, video and data applications; provides Telecomm and UNIX services; designs, configures and manages six call centers with call volumes exceeding 100,000; supports Interactive Voice Response system (IVR) locally and at the State; and configures, supports and manages Cisco Voice over Internet Protocol telephones and network services to 25 sites with WAN (Wide Area Network) technology.

Project Management Office (PMO)

The PMO is the centralized repository of all SSA Information Systems projects. The PMO plans, manages, schedules, tracks and reports the progress throughout the projects' life cycle. This unit manages the SSA systems portfolio including pending projects, resource requirements, and estimated costs and priorities.

Systems Security (SS)

SS monitors, manages and enforces IT security standards. SS installs and maintains IT security infrastructure. Additionally, SS oversees IT security infrastructure and reporting web, email, network usage, and forensic analysis and security reporting.

Central Services (CS)

CS is responsible for the Agency's Facility Services, Fleet Services, Purchasing, Records Retention and Archives, Central Mail Operations, Publishing Services, Health/Safety and Security Services, and Central Supply Operations. Central Services is also responsible for planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance. CS oversees Fleet Services including tracking and monitoring usage, servicing needs, vehicle replacement or return to County Fleet. CS performs ergonomic evaluations through the Health and Safety division and represents the Agency on the County Health and Safety Committees, Vehicle Accident Review Board, Food Services Advisory Committee, and the Facilities and Fleet Department sponsored "Green Team." Annually, CS processes more than one million pieces of outgoing mail, more than 600,000 pieces of incoming mail, 127,000 warrants and 225,000 billing statements. Additionally, CS scans more than two million documents and processes contract releases, standard purchase orders, Field PO's and Direct Pay requisitions valued at more than \$22 million. Central Services also manages a fleet of 147 vehicles.

Facility and General Operating Services

The Agency's facility and general operating functions include oversight and management of facilities, fleet, assets and supplies, records retention and archives, mail operations, publishing, health and safety, and security. Facility services include planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance. Fleet services include fleet operations, tracking and monitoring usage, servicing needs, and vehicle replacement or return to County Fleet. Mail services include processing more than one million pieces of mail (including 120,000 warrants and 225,000 billing statements).



Office of Contracts Management (OCM)

OCM is responsible for the administration and monitoring of contracts and service agreements for grants, trust funds, Child Abuse Council, Department of Family & Children's Services, Department of Employment and Benefit Services, Department of Aging and Adult Services, and the Agency Office. Purchasing operations include processing contract releases, standard purchase orders, and Direct Pay requisitions valued at more than \$22 million.

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. 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, training new computer applications, 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.

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. DOSS provides Agency-wide leadership, direction, and management for evaluation and planning, staff development and training, public information and communication.

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.

Data Analysis & Program Integrity (DAPI)

DAPI 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. DAPI provides integrated support for client and business service delivery; facilitates and determines program automation solutions; and maximizes system management reporting capabilities. DAPI provides a coordinated approach for CalWIN dependent functions and centralizes planning for ongoing systems integration and future systems enhancements and software releases. Also, technology services includes developing, installing, and maintaining technology security standards and infrastructure, web usage reporting, and email 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 the State, local and Federal requirements. DSR develops and deploys standard and ad-hoc reports including vital statistics, client demographics, geo-mapping, bargaining unit standards, and civil rights. DSR also develops DEBS dashboard indicators for performance and productivity measurements, performs data analysis, and develops Work Participation Rate reports.

CalWIN Application and Triage Support Bureau (CATS)

CATS provides technical support and solutions, infrastructure set-up, business application administration for CalWIN, Medi-Cal database, State Automated Welfare System-Welfare Data Tracking Implementation Project, Electronic Benefit Transfer, Online Benefits Application, IVR - Access CalWIN, and the State Fingerprint Imaging System. CATS has three functional areas of Production and Technical Support (PTS), Application Solutions Support (AS), and Central Queue and Special Projects (CQSP). PTS represents the Agency at CalWIN Technical Committees and the Integrated Oversight Committee; provides CalWIN



production support, release planning, coordination and implementation, and technical solutions and support. AS provides CalWIN end-user support, district office support, CalWIN security, release testing, training and communications, and project management support for automation projects.

Special Investigative Unit (SIU)

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.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Enhance Contracts Management	↑	The recommendation addresses the increase in contract workload.	1.0	\$63,651	—
Enhance Budget and Fiscal Oversight	↑	The position will support and enhance the budgeting process.	1.0	\$75,689	—
Address Disproportionality in Welfare System	↑	The position will enhance research and analysis in the Department.	1.0	\$69,070	—
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$69,256)
Enable IT Transformation: Social Services	●	The recommendation consolidates IT efforts at ISD and replaces personnel costs with IT services costs.	-4.0	\$113,238	—

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

County Executive's Recommendation

↑ Enhance Contracts Management

Recommended Action: Add 1.0 FTE Management Analyst in the Office of Contracts Management (OCM)

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

OCM has experienced an increased volume of contracts, operational agreements, and grants to review, solicit, and award. The recommendation addresses the increased workload and allows OCM to meet the County's requirement to rebid contracts every 3 years.

OCM currently employs two extra-help staff to assist with meeting deadlines and managing the contract renewal process. The new position will replace one of the extra-help positions and manage DFCS, Child Abuse Council, and non-CalWORKs contracts (primarily safety net contracts), and assist with California Public Records Act requests.



Background: OCM manages over 300 contracts and agreements which are valued at nearly \$38,000,000. These include board contracts, service agreements, Memorandum of Understanding (MOU), Inter-agency Agreements (IA), and Operational Agreements (OA). The majority of OCM contracts are with community-based entities that provide services to multi-lingual culturally diverse clients that need services on a daily basis. These services vary widely and include, but are not limited to: emergency or safety net services such as food and shelter, intensive case management for high risk youth, and legal services supporting immigrant integration and citizenship services that are aligned closely with the Board's priorities. OCM supports the procurement of a variety of professional services to assist the agency departments with organizational development, service research and evaluation, and business process improvement and redesign.

OCM is completing 28 solicitations in FY 2014 and anticipates another 14 for FY 2015. These solicitations take up to six months of coordinating with departments and community stakeholders and are executed to the County standards to ensure transparency. In addition to the vendor solicitation and selection process, contracts administration requires technical assistance, budget and fiscal management, and data collection.

OCM provides administrative support to the Child Abuse Coordinating Counsel of Santa Clara County which is a Board-appointed commission that is responsible for establishing the criteria for programs that are funded by state funding and the children's trust fund. SSA is the procuring agency for the Child Abuse Council as is responsible for procuring, developing, monitoring and providing technical assistance for those contracts as well as assisting with the completion of the annual State Office of Child Abuse Prevention (OCAP) report.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$63,651

Total Cost of \$141,445 will be offset by \$77,795 in revenue

↑ Enhance Budget and Fiscal Oversight

Recommended Action: Add 1.0 FTE Fiscal Officer in Financial Management Services (FMS).

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Fiscal Officer will provide management and supervisory oversight of budget administration functions for the county budget processes, state budget processes, and federal budget processes. Currently, the agency is managing an operating budget that exceeds \$600 million without a direct management and supervisory role to interact with senior managers and executives across the Agency in order to develop budget proposals. The Fiscal Officer will oversee funding options and cost impacts, manage intra-county budget actions, review and consolidate work products of budget analysts, identify and revise budget proposals and packages, provide internal budget orientations, manage the ongoing integrity of county budget structures and interdependent state/federal budget structures, and manage development of financial status reporting and cost comparison efforts. The Fiscal Officer will help develop and present budget and fiscal information requested for legislative files and by the Board of Supervisors, Board Committees, and County Executive (Office of Budget Analysis).

Positions Added: 1.0 FTE
Ongoing Net Cost: \$75,689

Total Cost of \$168,197 will be offset by \$92,508 in revenue

↑ Address Disproportionality in Child Welfare System

Recommended Action: Add 1.0 FTE Management Analyst in the Office of Contracts Management (OCM).

Service Impact: The Senior Management Analyst position will collaborate with the SSA Research Director to support all SSA departments (AO, DAAS, DEBS, DFCS) and provide the research and analysis needed to address the disproportionality of children of color in the Child Welfare System. The position will be critical to much needed evaluation efforts throughout the service continuum. Consistent with the County Executive's goal to build a learning organization, the Senior Management Analyst will promote the evaluation and applicability of research in all SSA departments (DAAS, DEBS, DFCS, and AO) and will assist the Office of

Contracts Management (OCM) to conduct evidence-based research for SSA contracts, while actively partnering with external stakeholders.

Background: The scope and function of the Office of Research & Evaluation (ORE) has expanded to include rigorous applied evidence-based research and evaluation in addition to data analysis, management and tracking. Client focused departments have strategic program service changes targeted to improve outcomes for vulnerable individuals, families and seniors. Currently, ORE does not adequately analyze the impacts of these services. ORE aims to develop partnerships across Santa Clara County agencies, local universities, and community-based organizations to promote collaboration and better serve the County's families and communities. The current staffing in ORE is unable to effectively and efficiently address the extensive research needs of the Agency and to foster internal and external relationships.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$69,070

Total cost of \$153,486 will be offset by \$84,416 in revenue

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY2015. Total Public Safety Realignment Program ongoing costs County wide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program Resources.

Background: AB 109, also referred to as Public Safety Realignment, shifts the responsibility of supervising specified lower level offenders being released from State prisons to counties. The Social Services Agency (AO and DEBS) is partnering with other county stakeholders, including the Department of Correction, Probation Department and Mental Health 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 to provide on-site eligibility determination for benefits, issue EBT cards and expedite the issuance of benefits.

One-Time Savings: \$69,256

● Enable IT Transformation: Social Services Agency

Recommended Action: Delete 4.0 FTE existing positions and increase internal services funds for Information Technology (IT) services. Positions will be deleted in the Systems Engineering Support unit as follows:

- 1.0 FTE Information Systems Manager I
- 1.0 FTE Application Decision Support Manager
- 2.0 FTE Information Technology Specialist

This action relates to a reciprocal action in the Information Services Department (ISD) to add the same four positions.

Service Impact: This recommendation is part of the larger IT Transformation Initiative that aims to consolidate IT services under the ISD umbrella. The four deleted positions will be added back at ISD where they will continue to provide support for the County's Common Directory and Office 365 Services, as well as address other SSA IT needs. ISD will charge SSA for ongoing services that will be documented in the annual Letter of Understanding between the two departments.

The deletion of four positions reduces SSA expenditures by \$776,532 and Federal/State revenue associated with those expenditures by \$371,457 for a net savings of \$405,075.

In FY 2015 ISD charges to SSA are recommended at \$1,038,704 and cover not only the "charge back" for these four positions, but the SSA share of County-wide enhanced ISD services. SSA will receive Federal/State revenue of \$520,391, for a net cost of \$518,313.

The total net fiscal impact is a cost of \$113,238.

Background: The following guiding principles were developed and agreed upon between the County Executive's Office, SSA, and CIO regarding the reallocation of the 4.0 FTE:

- SSA will continue to have significant IT support needs relating to the implementation of Health Care Reform and its other program responsibilities, and continual IT support services will need to be provided.
- All SSA IT Infrastructure staff will be involved in the SSA migration to the County Active Directory and O365. ISD will work with SSA staff to ensure appropriate fiscal claiming is completed for all affected staff.
- SSA and County IT will meet on a bi-monthly basis to review staff schedules and tasks required to be completed for SSA and the O365 project. Should SSA identify a priority need requiring all or more of its resources, staff working at that time on Project O365 will be redirected to address the need.
- SSA and County IT will re-evaluate the ongoing distribution of resources after 7 months, and at that time work together to identify how resources should be allocated going forward.

Positions Deleted: 4.0 FTE
Ongoing Net Cost: \$113,238

Net savings of \$405,075 will be offset by net cost of \$518,313 for ISD services.

↑ 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
Enhance Contracts Management (AO)	\$7,214	\$66,564	\$4,017	\$77,795
Enhance Budget and Fiscal Oversight (AO)	\$8,578	\$79,153	\$4,777	\$92,508
Address Disproportionality in Welfare System (AO)	\$7,828	\$72,229	\$4,359	\$84,416

Social Services Agency— Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050201	Agency Office Admin Fund 0001	\$ 71,278,885	\$ 81,314,393	\$ 83,659,168	\$ 84,122,641	\$ 2,808,248	3.5%
050202	Information Systems Fund 0001	29,092,660	30,195,275	32,229,250	32,491,077	2,295,802	7.6%
050203	Agency Staff Dev & Training Fund 0001	4,746,563	6,192,368	6,688,222	6,688,222	495,854	8.0%
050205	Community Program & Grant Fund 0001	2,287,476	1,587,387	1,577,005	1,577,005	(10,382)	-0.7%
050206	Local Programs for Adults Youth&Family Fund 0001	4,162,798	3,947,408	4,885,901	4,885,901	938,493	23.8%
Total Net Expenditures		\$ 111,568,381	\$ 123,236,831	\$ 129,039,546	\$ 129,764,846	\$ 6,528,015	5.3%



Social Services Agency— Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050201	Agency Office Admin Fund 0001	\$ 71,288,145	\$ 81,314,393	\$ 83,659,168	\$ 84,122,641	\$ 2,808,248	3.5%
050202	Information Systems Fund 0001	29,092,660	30,532,023	32,565,998	32,827,825	2,295,802	7.5%
050203	Agency Staff Dev & Training Fund 0001	4,746,563	6,192,368	6,688,222	6,688,222	495,854	8.0%
050205	Community Program & Grant Fund 0001	2,453,390	1,770,913	1,760,531	1,760,531	(10,382)	-0.6%
050206	Local Programs for Adults Youth&Family Fund 0001	4,162,798	3,947,408	4,885,901	4,885,901	938,493	23.8%
Total Gross Expenditures		\$ 111,743,556	\$ 123,757,105	\$ 129,559,820	\$ 130,285,120	\$ 6,528,015	5.3%

Social Services Agency— Budget Unit 502 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 40,488,992	\$ 44,346,920	\$ 50,461,002	\$ 50,147,598	\$ 5,800,678	13.1%
Services And Supplies	70,582,284	79,410,185	79,098,818	80,137,522	727,337	0.9%
Fixed Assets	672,280	—	—	—	—	—
Total Gross Expenditures	\$ 111,743,556	\$ 123,757,105	\$ 129,559,820	\$ 130,285,120	\$ 6,528,015	5.3%
Expenditure Transfers	(175,174)	(520,274)	(520,274)	(520,274)	—	—
Total Net Expenditures	\$ 111,568,381	\$ 123,236,831	\$ 129,039,546	\$ 129,764,846	\$ 6,528,015	5.3%

Social Services Agency— Budget Unit 502 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050201	Agency Office Admin Fund 0001	\$ 17,662,366	\$ 19,674,624	\$ 19,656,062	\$ 19,656,062	\$ (18,562)	-0.1%
050202	Information Systems Fund 0001	9,241,363	7,995,129	7,995,129	7,995,129	—	—
050205	Community Program & Grant Fund 0001	2,151,612	1,747,166	1,695,288	1,764,544	17,378	1.0%
Total Revenues		\$ 29,055,341	\$ 29,416,919	\$ 29,346,479	\$ 29,415,735	\$ (1,184)	0.0%



Social Services Agency— Budget Unit 502

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 20,892,681	\$ 20,589,521	\$ 22,411,183	\$ 22,411,183	\$ 1,821,662	8.8%
Aid From Government Agencies - Federal	5,841,950	5,472,618	5,417,435	5,417,435	(55,183)	-1.0%
Other Financing Sources	2,319,354	3,354,780	1,517,861	1,587,117	(1,767,663)	-52.7%
Charges For Services	1,356	—	—	—	—	—
Total Revenues	\$ 29,055,341	\$ 29,416,919	\$ 29,346,479	\$ 29,415,735	(1,184)	0.0%

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 2014 Approved Budget	200.0	\$ 81,314,393	\$ 19,674,624
Board Approved Adjustments During FY 2014	11.0	245,601	(1,833,568)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	1,779,767	—
IntraCounty Adjustments	—	1,149,287	—
Other Adjustments	—	(829,880)	1,815,006
Subtotal (Current Level Budget)	216.0	\$ 83,659,168	\$ 19,656,062
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 345	\$ —
Decision Packages			
Enhance Budget and Fiscal Oversight	1.0	168,197	—
Enhance Contracts Management	1.0	141,445	—
Address Disproportionality in Welfare System	1.0	153,486	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 463,473	\$ —
Recommended Budget	219.0	\$ 84,122,641	\$ 19,656,062

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 2014 Approved Budget	107.0	\$ 30,195,275	\$ 7,995,129
Board Approved Adjustments During FY 2014	8.0	2,670,976	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	734,069	—
IntraCounty Adjustments	—	88,770	—
Other Adjustments	—	(1,459,840)	—



Information Systems Fund 0001 — Cost Center 050202
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	113.0	\$ 32,229,250	\$ 7,995,129
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,038,359	\$ —
Decision Packages			
Enable IT Transformation: Social Services	-4.0	(776,532)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-4.0	\$ 261,827	\$ —
Recommended Budget	109.0	\$ 32,491,077	\$ 7,995,129

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 2014 Approved Budget	52.0	\$ 6,192,368	\$ —
Board Approved Adjustments During FY 2014	—	(26,933)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	397,396	—
IntraCounty Adjustments	—	2,392	—
Other Adjustments	—	122,999	—
Subtotal (Current Level Budget)	52.0	\$ 6,688,222	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	52.0	\$ 6,688,222	\$ —

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 2014 Approved Budget	5.0	\$ 1,587,387	\$ 1,747,166
Board Approved Adjustments During FY 2014	1.0	(20,759)	(200,372)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,311	—
IntraCounty Adjustments	—	—	141,838
Other Adjustments	—	66	6,656
Subtotal (Current Level Budget)	6.0	\$ 1,577,005	\$ 1,695,288



Community Program & Grant Fund 0001 — Cost Center 050205
Major Changes to the Budget

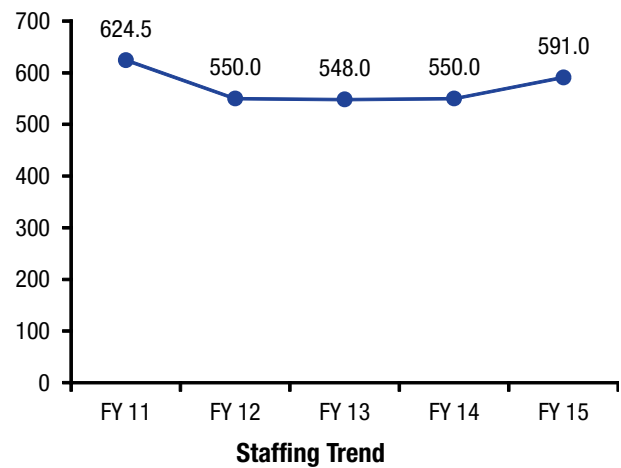
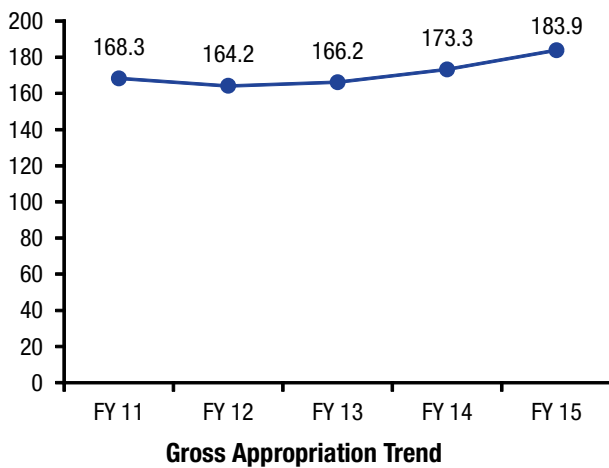
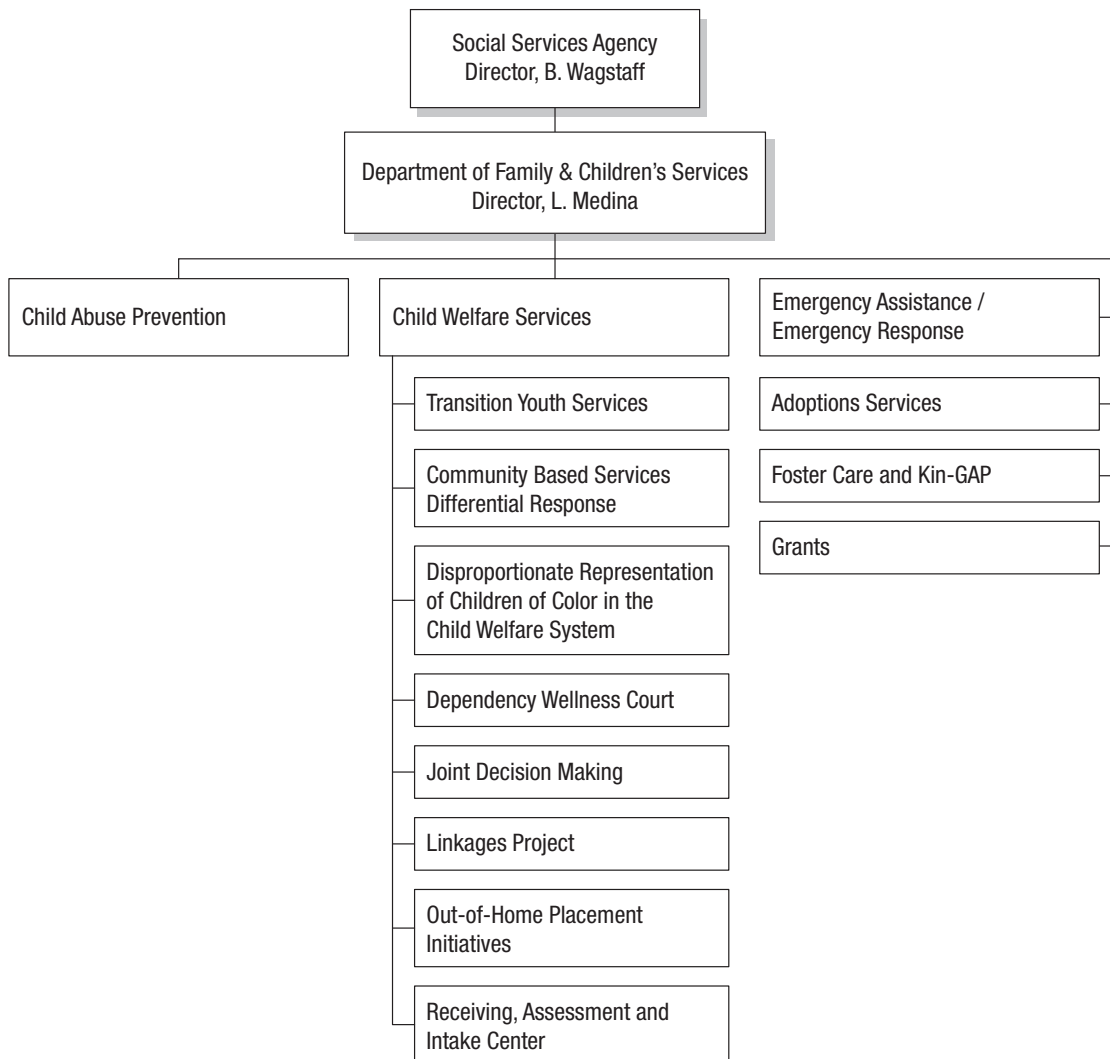
	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	69,256
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	69,256
Recommended Budget	6.0 \$	1,577,005 \$	1,764,544

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 2014 Approved Budget	— \$	3,947,408 \$	—
Board Approved Adjustments During FY 2014	—	949,493	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(11,000)	—
Subtotal (Current Level Budget)	— \$	4,885,901 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	4,885,901 \$	—



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.

The 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 California

Partners for Permanency, Differential Response, Joint Response, Joint Decision-Making, education and employment services and youth center, The Hub, Kin-GAP, voluntary and Informal Supervision Services, Dependency Wellness Court, Quality Caregiver's Initiative, 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.

Transition Youth Services (age 16-25)

Santa Clara County and community partners have developed Transition Youth Services (TYS) to support youth (ages 16-25) emancipating from the Juvenile Dependency or the Juvenile Delinquency System and transitioning to adulthood. TYS promotes a strong youth voice and “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 TYS resources and services:

- Career Development Unit providing Employment/Job Readiness Training and Employment Support;
- Educational Services providing resources and support for all aged children towards educational success, with increase in graduation rates and post secondary education;
- Housing options for safe and stable housing (THPP and THP-Plus);
- Independent Living Program, including case management;
- Data systems/project management to improve data tracking;
- Financial education to increase asset and financial awareness;
- The Hub, a youth-led resource center for youth ages 15-24; and
- Legal services and support, reproductive health and medical services and support, and wellness/mental health services.

Community-Based Services Differential Response

Differential Response (DR), through various paths, recognizes each family’s unique strengths and needs and provides an opportunity to tailor services based upon the family’s individual needs and culture, as opposed to responding with a “one-size-fits-all” approach.

A primary focus of Differential Response services is 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.

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 over-represented 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). Specific focus is on children of African-American and Latino descent, which are over-represented in all

areas of the child welfare system in Santa Clara County. DFCS and the County have proactively engaged in the 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.
- The Cultural Dialogue Forums are focus efforts on the impact of historical racism for several races and ethnicities and the over-representation of children of color in the Child Welfare System.
- The Children of Color Task Force is comprised of community partners, DFCS and Social Services Agency staff and conducts monthly review of County efforts to improve disproportionality.
- Ongoing analysis to build understanding of disproportionality and options to address risk and complicating factors.

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 Departments' 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.

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.

In 2012, the County sold the south San Jose Union Avenue facility, which had historically served as the location for the Children's Shelter and the RAIC. In

January 2013, the RAIC was temporarily relocated to a downtown San Jose location (for the next 3- 5 years) while plans for a long-term facility are developed.

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.

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.

Grants

DFCS manages and oversees a number of grants. They include:

- **Circle of Care:** The Agency received the multi-year Circle of Care Grant, for period September 30, 2012 through September 29, 2014 in the amount of \$488,933.00, from the Department of Health and Human Services Administration for Children and Families. Grant funds were provided to increase well-being and to build protective factors for children, their families, and their caregivers through enhancement and improvement of collaborative multi-agency service delivery system.
- **Dave Thomas Foundation:** The Agency received one-time grant funding, for the period January 1, 2014 through December 31, 2014, in the amount of \$84,000.00, from the Dave Thomas Foundation/Wendy's Wonderful Kids. Grant funds were provided to partially offset the costs of a temporary Social Worker position. The position will work on foster care recruitment, case mining, adoption education and support for children and families, family appraisals, and post-placement and post-adoption support
- **First 5:** The Agency received one-time grant funding, for the period July 1, 2013 through June 30, 2015 in the amount of \$605,248.00, from FIRST 5. Grant funds were provided for the Agency's Differential Response Program which serves families prior to their entry into the child welfare system.
- **Long Term Foster Care:** The Agency received the multi-year Long Term Foster Care Grant, for the period September 30, 2010 through September 29, 2015 in the amount of \$2,770,000.00, through the California Department of Social Services and Department of Health and Human Services, Administration for Children and Families. Grant funds were provided to improve the foster care system and address the needs of the African American and Native American youth who encounter significant barriers to permanency and are disproportionately represented within the California child welfare system.
- **Walter S. Johnson Foundation – California Connected By 25:** The Agency received the Walter S. Johnson Foundation CC25I grant for the period ending December 31, 2014 in the amount of \$99,890.67. Grant funds were provided to improve the outcome of foster youth (ages 18-25) emancipated from the foster care system by assisting them with housing, education and employment.

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.



Current and Emerging Issues

Engaging Father's Initiative Workgroup

DFCS continues to be involved in the countywide efforts with additional system partners to specifically to address “father’s involvement” in county systems including the child welfare system. Efforts have been made toward trainings and discussions aimed at understanding barriers impacting positive involvement of fathers with their children; identifying the role of fathers, what they do and how they do it from a cultural context; 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.

California Partners for Permanency (CAPP)

DFCS is in its fourth year of the five year California Partners for Permanency (CAPP) Federal grant. The CAPP Practice Model is an exciting and innovative approach to working with DFCS families. Development of this practice model is focused on behaviors and approaches to better engage children and families who become involved with the child welfare system. The goal of using this new model is designed to increase permanency and decrease over-representation of African-American children specifically, but also with the overall long term goal of addressing these issues for all children in our communities. In addition, the CAPP project involves Implementation Science as a way to ensure tracking and to monitor what approaches are working, and then ensure replication of 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 DFCS works with children and families.

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 identify and understand the unique needs of Santa Clara’s local target populations, core components of services effective in meeting their needs, and core implementation drivers necessary to sustain culturally competent service provision.

DFCS applied for and was awarded a \$50,000 grant from the Walter S. Johnson foundation to support this scope of work. This Initiative will allow DFCS to build on their current efforts to ensure that their services for LGBTQ and Latino children and youth are supported by best practices, research, and cultural humility.

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 to 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 leadership from the Mental Health Department, Department of Drug and Alcohol Services and County Office of Education along with representatives from the District Attorney’s Office, Public Defender’s Office, Legal Advocates for Children & Youth, community-based organizations and community representatives. The initial work has focused on developing effective cross-system communication and collaboration and a shared vision on how best to serve dually-involved youth. However, DFCS and JPD have begun joint decision-making meetings to discuss families who are or could be served by both systems and their specific needs. Additionally, both departments are involved in joint case planning efforts to determine how they can work together to support the family in addressing the family’s needs and concerns.

Self-Assessment and Systems Improvement Process

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). On a five-year cycle, DFCS submitted Santa Clara County's SIP plan for 2013-2018. 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 requires specific steps toward system improvement through thoughtful 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 results of a county's Self-Assessment and PQCR support the development of a System Improvement Plan (SIP) that establishes measurable goals for a county's system improvement and strategies for achieving those goals. Santa Clara County has attempted through all of these efforts to ensure a strong community partnership, and ensure the voices of parents and youth it serves is included in the decision making process. 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 better understand how few children and families from many of the Asian-American and Pacific Islander communities are involved in Santa Clara County's Child Welfare system.

Santa Clara County has also included an evaluation and analysis of efforts toward prevention services provided through funding from Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF).

The goals and actions steps contained in the current SIP focuses on the following:

- Eliminating the over-representation of African Ancestry and Latino families, resulting in a situation where these children are no more likely than others to enter the Child Welfare System.
- Addressing safety and ensuring that children and families are assessed in a timely manner and 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 or helping children returning to live with one or both parents, or if this is not possible, placement with relatives or non-relatives in a guardianship or adoption situation.

The Board of Supervisors and designated partners approved the Santa Clara County System Improvement Plan in February 2013.

Title IV-E Waiver

Title IV-E of the Social Security Act provides restricted Federal funding for specified foster care maintenance payments and child welfare related services for children removed from their homes. In 2004, California proposed that Federal Title IV-E requirements be "waived" for counties electing to participate in a federal demonstration project from July 1, 2007 through June 30, 2012 (now extended through June 30, 2013). Through the demonstration project, Title IV-E Waiver (restricted Federal Title IV-E funding) could be used flexibly to provide services while children remained safely at home. The funding was provided as a "capped allocation based on each county's pre-Waiver average expenditures over a three year period (base years were FY 2003 - FY 2005). The Waiver counties were able to build upon existing innovative practices to create a more responsive and comprehensive array of services and supports. The current Waiver Demonstration Project will sunset on June 30, 2013.



The State is in negotiations with federal agencies to extend the Title IV-E Waiver Demonstration Project beyond June 30, 2013, and to expand participation beyond the current two California counties. The State has asked counties to submit a Letter of Interest to be considered for participation should the State successfully negotiate an extension and expansion beyond the current two counties. In 2012, the Social Services Agency and the Juvenile Probation Department submitted a Title IV-E Waiver Letter of Interest to the State, to ensure the County has the opportunity to be considered for the Waiver Demonstration Projection (if extended and expanded to other counties).

Participation in the Waiver Demonstration Project could result in a more flexible approach to using the current \$44.5 million in federal Title IV-E funds received by the Social Services Agency and the Juvenile Probation Department. The primary issue in considering the Waiver Demonstration Project is to determine if the unrestricted flexible funding in the foster care system would improve outcomes for children and families, provide more supportive in-home and family based services, and enhance preventative interventions in both the Child Welfare and Probation systems.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Resources for Adoption Home Studies	↑	Additional staff will improve adoption home studies resulting in safer foster home placements.	5.0	\$428,908	—
Augment Support for Adoption Licensing Services	↑	Additional staff will enhance the foster home approval and licensing process.	9.0	\$697,667	—
↑ — 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 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 Resources for Adoption Home Studies

Recommended Action: Add staffing resources in the Family and Permanency Bureau as follows:

- 4.0 FTE Social Worker III/II/I
- 1.0 FTE Social Work Supervisor

Service Impact: The four Social Worker positions will address the significant demand for adoption home studies resulting from the Resource Family Approval program authorized under Assembly Bill (AB) 340. AB 340, implements a Resource Family Pilot Program to establish a unified resource family approval process to replace the existing process for licensing foster family homes, approving relatives and non-relative extended family members as foster care providers, and approving adoptive families. In addition, these positions will support the Systems Improvement Plan's (SIP) effort to



improve the timeliness of adoptions and facilitate the placement children. The social workers will assess caregiver applicants utilizing the department’s newly developed process. Without the additional staffing, DFCS will be unable to process adoption home studies in a timely manner so that children can obtain safe, permanent living situations.

The one Social Work Supervisor position will oversee adoption home studies and ensure home studies are performed in alignment with department policies and the provisions of AB 340.

The recommended action will have a positive impact on services for children across the county and on the Safe and Stable Families indicator, in particular with respect to securing permanent placements for children.

Positions Added: 5.0 FTE
Ongoing Net Cost: \$428,908

Total Cost of \$691,787 will be offset by \$262,879 in federal revenue

↑ Augment Support for Adoption Licensing Services

Recommended Action: Add staffing resources in the Family and Permanency Bureau as follows:

- 8.0 FTE Social Worker III/II/I
- 1.0 FTE Social Work Supervisor

Service Impact: The eight Social Worker positions will address increased demand for licensing non-relative extended family members and relative home approvals resulting from the Resource Family Approval program

authorized under Assembly Bill (AB) 340. The social workers will support resource home applications and perform intake and investigations as part of the licensing process.

The one Social Work Supervisor position will oversee licensing, intake and investigation functions and ensure they are performed in alignment with the department’s policies and the provisions of AB 340.

The recommended action will have a positive impact on services for children across the county and on the Safe and Stable Families indicator, in particular with respect to securing permanent placements for children.

Positions Added: 9.0 FTE
Ongoing Net Cost: \$697,667

Total Cost of \$1,233,059 will be offset by \$535,392 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)
Enhance Contracts Management (AO)		\$7,214	(\$7,214)
Enhance Budget and Fiscal Oversight (AO)		\$8,578	(\$8,578)
Address Disproportionality in Welfare System (AO)		\$7,828	(\$7,828)
DFCS Total		\$23,620	(\$23,620)

Department of Family & Children's Services— Budget Unit 503
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050301	DFCS Admin Fund 0001	\$ 7,707,315	\$ 8,330,222	\$ 9,363,433	\$ 9,363,433	\$ 1,033,211	12.4%
050302	DFCS Program Svcs Fund 0001	52,878,854	58,443,968	63,668,045	65,592,891	7,148,923	12.2%



Department of Family & Children's Services— Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050303	DFCS Program Support Fund 0001	6,606,690	7,297,202	7,663,719	7,663,719	366,517	5.0%
050304	Children's Receiving Center Fund 0001	3,328,694	4,500,881	4,702,213	4,702,213	201,332	4.5%
050305	DFCS Staff Dev. and Training Fund 0001	1,475,661	1,174,475	1,259,325	1,259,325	84,850	7.2%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	76,035,458	93,428,499	95,206,666	95,206,666	1,778,167	1.9%
Total Net Expenditures		\$ 148,032,672	\$ 173,175,247	\$ 181,863,401	\$ 183,788,247	\$ 10,613,000	6.1%

Department of Family & Children's Services— Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050301	DFCS Admin Fund 0001	\$ 7,707,315	\$ 8,330,222	\$ 9,363,433	\$ 9,363,433	\$ 1,033,211	12.4%
050302	DFCS Program Svcs Fund 0001	52,878,854	58,443,968	63,668,045	65,592,891	7,148,923	12.2%
050303	DFCS Program Support Fund 0001	6,685,297	7,380,513	7,747,030	7,747,030	366,517	5.0%
050304	Children's Receiving Center Fund 0001	3,328,694	4,500,881	4,702,213	4,702,213	201,332	4.5%
050305	DFCS Staff Dev. and Training Fund 0001	1,475,661	1,174,475	1,259,325	1,259,325	84,850	7.2%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	76,035,458	93,428,499	95,206,666	95,206,666	1,778,167	1.9%
Total Gross Expenditures		\$ 148,111,279	\$ 173,258,558	\$ 181,946,712	\$ 183,871,558	\$ 10,613,000	6.1%

Department of Family & Children's Services— Budget Unit 503 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 60,840,604	\$ 65,593,288	\$ 72,552,407	\$ 74,477,253	\$ 8,883,965	13.5%
Services And Supplies	87,270,675	106,271,716	108,000,751	108,000,751	1,729,035	1.6%
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
Total Gross Expenditures	\$ 148,111,279	\$ 173,258,558	\$ 181,946,712	\$ 183,871,558	\$ 10,613,000	6.1%
Expenditure Transfers	(78,607)	(83,311)	(83,311)	(83,311)	—	—
Total Net Expenditures	\$ 148,032,672	\$ 173,175,247	\$ 181,863,401	\$ 183,788,247	\$ 10,613,000	6.1%



Department of Family & Children's Services— Budget Unit 503 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050302	DFCS Program Svcs Fund 0001	\$ 71,043,200	\$ 73,089,669	\$ 77,935,157	\$ 78,676,069	\$ 5,586,400	7.6%
050305	DFCS Staff Dev. and Training Fund 0001	581,376	912,600	912,600	912,600	—	—
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	104,400,643	117,461,961	141,373,419	141,373,419	23,911,458	20.4%
Total Revenues		\$ 176,025,219	\$ 191,464,230	\$ 220,221,176	\$ 220,962,088	\$ 29,497,858	15.4%

Department of Family & Children's Services— Budget Unit 503 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 115,004,558	\$ 121,887,674	\$ 147,044,590	\$ 147,244,590	\$ 25,356,916	20.8%
Aid From Government Agencies - Federal	60,948,110	69,492,056	73,092,086	73,632,998	4,140,942	6.0%
Charges For Services	23,900	25,000	25,000	25,000	—	—
Other Financing Sources	48,651	59,500	59,500	59,500	—	—
Total Revenues	\$ 176,025,219	\$ 191,464,230	\$ 220,221,176	\$ 220,962,088	\$ 29,497,858	15.4%

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 2014 Approved Budget	63.0	\$ 8,330,222	\$ —
Board Approved Adjustments During FY 2014	2.0	326,008	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	643,895	—
IntraCounty Adjustments	—	61,621	—
Other Adjustments	—	1,687	—
Subtotal (Current Level Budget)	66.0	\$ 9,363,433	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	66.0	\$ 9,363,433	\$ —



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 2014 Approved Budget	371.0	\$ 58,443,968	\$ 73,089,669
Board Approved Adjustments During FY 2014	27.0	3,205,730	4,421,616
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	1,877,868	—
IntraCounty Adjustments	—	19,190	—
Other Adjustments	—	121,289	423,872
Subtotal (Current Level Budget)	395.0	\$ 63,668,045	\$ 77,935,157
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Resources for Adoption Home Studies	5.0	691,787	262,879
Enhance Budget and Fiscal Oversight	—	—	8,578
Enhance Contracts Management	—	—	7,214
Augment Support for Adoption Licensing Services	9.0	1,233,059	535,392
Address Disproportionality in Welfare System	—	—	7,828
Enable IT Transformation: Social Services	—	—	(80,979)
Information Technology			
Capital			
Subtotal (Recommended Changes)	14.0	\$ 1,924,846	\$ 740,912
Recommended Budget	409.0	\$ 65,592,891	\$ 78,676,069

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 2014 Approved Budget	87.0	\$ 7,297,202	\$ —
Board Approved Adjustments During FY 2014	3.0	218,253	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	145,798	—
IntraCounty Adjustments	—	(1,583)	—
Other Adjustments	—	4,049	—
Subtotal (Current Level Budget)	87.0	\$ 7,663,719	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	87.0	\$ 7,663,719	\$ —



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 2014 Approved Budget	27.0	\$ 4,500,881	\$ —
Board Approved Adjustments During FY 2014	—	(5,433)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	64,256	—
IntraCounty Adjustments	—	138,362	—
Other Adjustments	—	4,147	—
Subtotal (Current Level Budget)	26.0	\$ 4,702,213	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	26.0	\$ 4,702,213	\$ —

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 2014 Approved Budget	2.0	\$ 1,174,475	\$ 912,600
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	84,623	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	227	—
Subtotal (Current Level Budget)	3.0	\$ 1,259,325	\$ 912,600
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 1,259,325	\$ 912,600

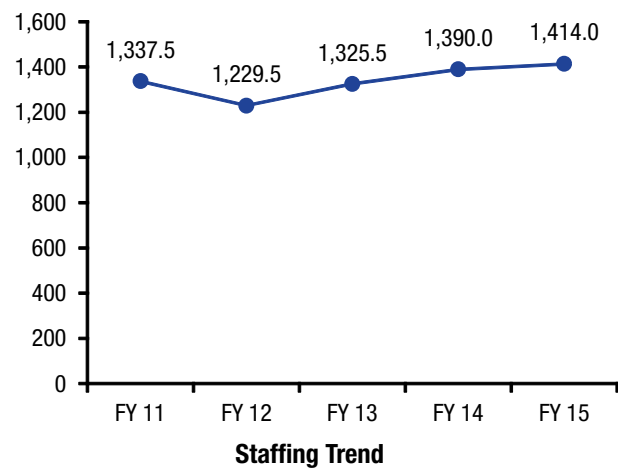
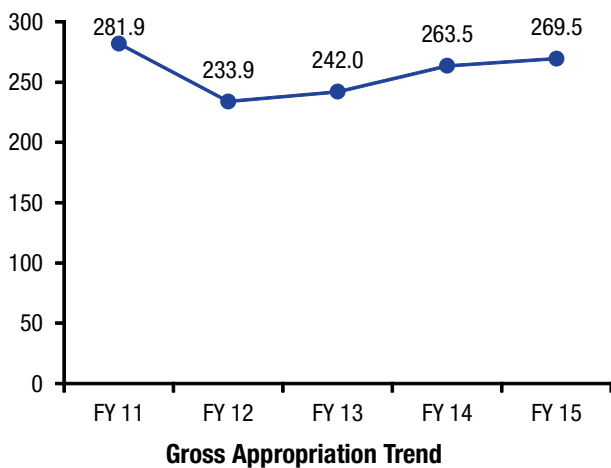
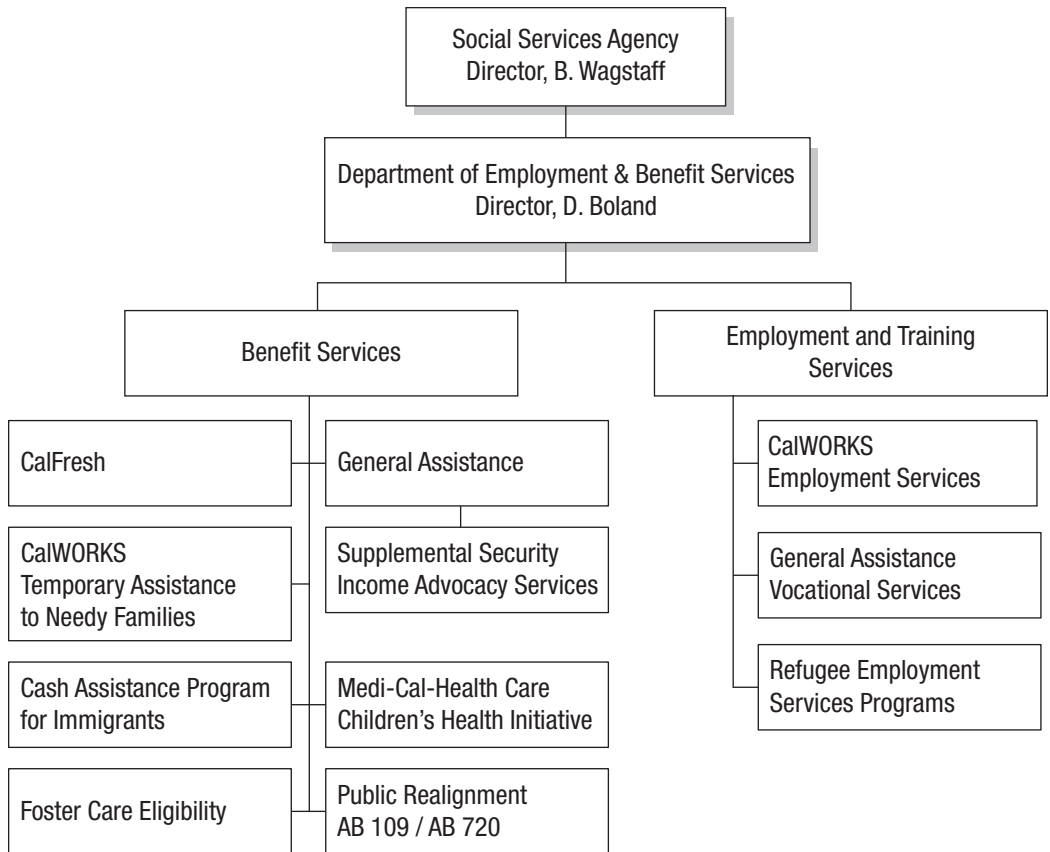


DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 050306
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	— \$	93,428,499 \$	117,461,961
Board Approved Adjustments During FY 2014	—	(499,254)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	2,277,421	23,911,458
Subtotal (Current Level Budget)	— \$	95,206,666 \$	141,373,419
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	95,206,666 \$	141,373,419



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. DEBS works toward meeting the service needs of an increasing number of clients, many of whom are hard-to-serve and low-income working clients, by focusing on employment and transition from welfare toward self-sufficiency.

The overarching goal of DEBS is to move toward a more customer-service oriented service delivery model, one that offers more self-service options, simplifies the process of obtaining and retaining benefits, allows clients to apply for benefits in the manner that is most convenient for them, and 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 people applying for Medi-Cal and CalFresh has increased while the number of clients receiving CalWORKs, General Assistance and Refugee Cash Assistance has decreased.

CalFresh

The Food Stamp Program, renamed CalFresh in California, provides food support to low-income households. During the first six months of FY 2014, Santa Clara averaged 44,288 Cal Fresh cases each month, which represents an increase of almost 4% from FY 2013. DEBS recently 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 to conduct CalFresh outreach and to promote the CalFresh Restaurant Meals Program to elderly, homeless, and disabled CalFresh recipients, and to recruit more restaurants into the program.

The County's CalFresh accuracy rate in 2012 was 99.19%. Santa Clara County received an award from the California Department of Social Services (CDSS) for the highest accuracy rate in California for the second year in a row. CDSS also recognized the County for having the highest accuracy rate in the country.

In FY 2015, DEBS will continue to receive the USDA Innovative Grant which will help 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 to 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 2014, the County averaged 12,011 CalWORKs cases each month (generally includes cash assistance, Medi-Cal and CalFresh benefits), a 7.4% 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 2014, the average monthly number of CAPI cases was 785, an increase of 10% as compared to the same time period in FY 2013.

Foster Care Eligibility

Foster Care Eligibility is responsible for eligibility determination and out-of-home care activities on behalf of otherwise eligible children removed from the custody of a parent or guardian as a result of a judicial order with requisite findings, or a voluntary placement agreement. Legal mandates require completion of eligibility determination within 45 days from the date of client application. The program is also responsible for coordinating foster care provider payments. In the first six months of FY 2014, the Foster Care Cash Aid Eligibility program averaged 1,082 recipients. Overall last year, the department handled approximately 2,400 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, KinGAP and Adoptions Assistance benefits for youth who are 18 years of age and under 21 years of age. This new program operates under Assembly Bill AB 12. Approximately 181 youth have been enrolled in this program since January 2012.

General Assistance (GA)

The GA program was established to meet the State-mandated requirement that each county implement a program to assist its indigent population not receiving aid through State and Federal programs. The program is 100% County General-Funded and provides benefits as a grant to residents who do not qualify for other benefit programs and have no other means of support. In FY 2014, the average number of monthly GA cases was 3,984, a decrease of 6% as compared to the same time period in FY 2013.

The Vocational Services Section of the GA Bureau provides employment related services, referring GA applicants/recipients to training/education or work experience at community organizations/agencies to enhance their employability. On January 1, 2014, the Vocational Services Unit implemented the Employment Readiness Program with a renewed focus on employment counseling, structure 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. Based on the most recent CalFresh E&T Plan, Santa Clara County estimates that 5,535 individuals will participate in the CalFresh E&T program during FY 2014.

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 will continue 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.



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 Mental Health 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 to provide on-site eligibility determination for benefits, issue EBT cards and expedite the issuance of benefits.

Medi-Cal Program

The Medi-Cal Program provides health care coverage to eligible low-income families and individuals. The income and property limits vary according to family size and category of Medi-Cal linkage. Individuals who need medical assistance may go to one of the Social Services offices (which include Santa Clara Valley Medical Center and multiple clinics throughout the County) and apply for Medi-Cal, or can choose to apply by mail or on-line through Benefits CalWIN. In FY 2014 the average monthly number of individuals receiving Medi-Cal was 274,847.

Children's Health Initiative (CHI)

The Children's Health Initiative is a collaborative health insurance program overseen by SCVHHS in collaboration with DEBS, the Santa Clara Family Health Plan and community partners. The focus is on enrolling children into health insurance programs. DEBS refers applicants who are not eligible for no-cost Medi-Cal to the Healthy Families and Healthy Kids services for potential enrollment into those programs. DEBS' diligent efforts to enroll children under 19 years of age into Medi-Cal continue to be successful, with 140,121 children on the Medi-Cal caseload as of January 2014.

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 the Emergency Housing Consortium and 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. The Foster Care 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 will work 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 48-month program time parameters.

CalWORKs Employment Services

During the first six months of FY 2014, the CalWORKs Employment Services averaged a monthly caseload of approximately 6,068. This number 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 1,461 working, off of cash aid participants who receive services for twelve months after securing employment. Despite a high unemployment rate, CalWORKs employment services achieved an average 55.38% work participation rate in 2013, one of the highest rates in the State.

The Expanded Subsidize Employment Program provides reimbursement of applicable minimum wages to public and private sector employers who employ adult CalWORKs recipients, enabling the participant to gain work experience, develop marketable skills on the job, and transition into non-subsidized employment. The subsidized employment positions are limited to 3-6 months and up to 12 months if the program determines it will be beneficial to the participant. In the three (3)

months following inception, the program placed 32 clients in subsidized jobs with an average hourly rate of \$12.19.

Refugee Employment Services Programs

The Refugee Cash Assistance (RCA) program provides cash grants to refugees during their first eight months in the United States if they are not otherwise eligible for other categorical welfare programs.

Refugee Employment Social Services (RESS) are provided to these newly arrived refugees through the Social Services Agency and contracting agencies. The services are funded through an annual Federal block grant. The funds are used to provide employment-related services such as employability assessment, on-the-job training, English language training and

vocational training. In FY 2014, enrollment is at 117, which reflects a 3% increase in enrollment compared to the same time period in FY 2013.

Through concentrated employment and training efforts, FY 2012-13 saw a cumulative total of 284 refugees actively participate in the Refugee Employment Services program with 175 refugees obtaining employment at an average hourly wage of \$10.71.

The Elderly Refugee program places its focus on the senior (over 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 are directed to aging adults that include citizenship classes, linkage and referral to community services, nutrition education, legal workshops, and referrals for healthcare.

Current and Emerging Issues

CalWORKs Family Stabilization

As of January 1, 2014, Family Stabilization is a new 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 avert eviction and avoid homelessness. The stabilization services provided to each CalWORKs family will focus on the immediate housing crisis and the long-term stability.

Inmates Health Care Enrollment

Assembly Bill AB 720 encourages counties to enroll county jail inmates into medical programs prior to their release from custody. Social Services and Health and Hospitals are partnering with the Sheriff's office to start a pilot program to assist those inmates who are awaiting residential treatment beds or are mental health users. SSA is exploring how to best assist inmates obtain medical coverage prior to their release.

Health Care Reform

The Affordable Care Act (ACA) was officially implemented January 1, 2014 following a pre-enrollment period from October to December 2013. In late 2013, DEBS launched a new Health Care Reform Call center that accepted over 10,000 calls in the pre-

enrollment period, taking over 2,000 new applications for the new health care options. During this same period, the department transitioned over 20,000 Low Income Health Program (LIHP) participants into the new Medi-Cal program. Since January 2, 2014, all benefit district offices have reported a dramatic increase in Medi-Cal applications, particularly for those single individuals between 18-64 years of age and previously unable to receive Medi-Cal benefits.

Covered California fell behind during the pre-enrollment period by over 300,000 cases statewide. These incomplete applications have recently been transferred to counties to complete. Santa Clara has received approximately 30,000 of these applications. With the large number of pending cases, coupled with the increased interest of our community, DEBS has seen an unprecedented surge in calls and an increase in walk-in clients anxious to receive health care coverage for the first time.



County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Staff in the Administrative Support Bureau	↑	The additional staffing resources will enhance the quality control and eligibility verification unit.	2.0	—	—
Increase Resources for North County and Eligibility Work Operations	↑	The Recommendation will improve eligibility work processing and management.	3.0	\$162,445	—

↑ — 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 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 Staff in the Administrative Support Bureau

Recommended Action: Add staffing resources in the Administrative Support Bureau:

- 1.0 FTE Program Control Supervisor
- 1.0 FTE Eligibility Examiner

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Social Services Program Control Supervisor position is responsible for the day-to-day operations of the Social Services Agency's Quality Assurance, Quality Control and Corrective Action unit. Primarily, the unit is responsible for maintaining payment accuracy for the Agency. The supervisor position was deleted in FY 2014

as it was anticipated the units would be reconfigured, however, after closer evaluation, this plan was rejected by the DEBS Director.

The Eligibility Examiner (EE) position operates within the Income and Eligibility Verification Systems (IEVS) Unit of the Administrative Support Bureau. The IEVS Unit is required to complete Trial and Default Affidavits for the Department of Child Support. The EE will work closely with the Special Investigative Unit in managing computations for welfare fraud cases. Welfare fraud cases require in-depth research and are the most complex and comprehensive computations within the operation. On a quarterly basis, the unit reviews an average of 5,000 unreported income reports that require budgetary computations and research to identify possible over payments and associated recoveries. The additional EE will enable the unit to identify and resolve more over payment issues and increase recovery and Agency revenue. This position will also ensure the Agency is in compliance with various State guidelines.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$0

Total cost of \$262,774 will be offset by revenue

↑ Increase Resources for North County and Eligibility Work Operations

Recommended Action: Add staffing resources in the North County Office and Benefits Service Center:

- 1.0 FTE Eligibility Work Supervisor
- 2.0 FTE Client Services Technician

Service Impact: The Eligibility Work Supervisor will assist the Department with new eligibility work staff hired in FY 2014 as the result of new workload stan-

dards stipulated in the renegotiated SEIU contract. The new workload standards pose a greater challenge in assigning, monitoring, and completing monthly tasks because a handle time must be assigned to each task and the total handle time cannot exceed 157.5 hours per worker each month. The recommendation will help the Department avoid disruption and remain in compliance with federal, state and local mandates. The Eligibility Work Supervisor (EWS) will oversee recently hired Eligibility Worker staff and be responsible for the daily planning, organizing and monitoring of eligibility workers performing determination and benefit maintenance functions. The position will be responsible for the quantity and quality of work performed by eligibility workers.

The alternately staffed Client Services Technician /Office Specialist III positions will focus on client support functions within the Intake Eligibility operations. These positions will be responsible for the identification and distribution of calls, as well as the electronic imaging of case correspondence. The positions will distribute case work through the Task

Management Tool (TMT) system, prepare case files and update records and assist with front end operations in the customer service application registration processes.

Positions Added: 3.0 FTE
Ongoing Net Cost: \$162,445

Total Cost of \$313,127 will be offset by \$150,682 in revenue

↑ Summary of Fiscal Impacts Outside of DEBS

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 DEBS (504).

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Enhance Contracts Management (AO)		\$66,564	(\$66,564)
Enhance Budget and Fiscal Oversight (AO)		\$79,153	(\$79,153)
Address Disproportionality in Welfare System (AO)		\$72,229	(\$72,229)
DEBS Total		\$217,946	(\$217,946)

Department of Employment & Benefit Svc— Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050401	DEBS Admin Fund 00001	\$ 11,846,721	\$ 12,590,963	\$ 14,833,112	\$ 14,833,112	\$ 2,242,149	17.8%
050402	DEBS Program Svcs Fund 0001	108,760,241	131,039,831	140,147,630	140,541,957	9,502,126	7.3%
050403	DEBS Program Support Fund 0001	15,650,484	16,073,921	17,423,407	17,604,981	1,531,060	9.5%
050404	DEBS Trainees Fund 0001	2,705,950	2,744,980	3,345,174	3,345,174	600,194	21.9%
050405	DEBS Benefit Payments Fund 0001	84,240,859	101,040,528	93,137,256	93,137,256	(7,903,272)	-7.8%
Total Net Expenditures		\$ 223,204,254	\$ 263,490,223	\$ 268,886,579	\$ 269,462,480	\$ 5,972,257	2.3%



Department of Employment & Benefit Svc— Budget Unit 504
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050401	DEBS Admin Fund 00001	\$ 11,846,721	\$ 12,590,963	\$ 14,833,112	\$ 14,833,112	\$ 2,242,149	17.8%
050402	DEBS Program Svcs Fund 0001	108,760,241	131,039,831	140,147,630	140,541,957	9,502,126	7.3%
050403	DEBS Program Support Fund 0001	15,650,484	16,073,921	17,423,407	17,604,981	1,531,060	9.5%
050404	DEBS Trainees Fund 0001	2,705,950	2,744,980	3,345,174	3,345,174	600,194	21.9%
050405	DEBS Benefit Payments Fund 0001	84,240,859	101,040,528	93,137,256	93,137,256	(7,903,272)	-7.8%
Total Gross Expenditures		\$ 223,204,254	\$ 263,490,223	\$ 268,886,579	\$ 269,462,480	\$ 5,972,257	2.3%

Department of Employment & Benefit Svc— Budget Unit 504
Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 119,516,604	\$ 140,018,988	\$ 151,373,669	\$ 151,949,570	\$ 11,930,582	8.5%
Services And Supplies	103,687,649	123,471,235	114,512,910	114,512,910	(8,958,325)	-7.3%
Other Charges	—	—	3,000,000	3,000,000	3,000,000	NA
Total Gross Expenditures	\$ 223,204,254	\$ 263,490,223	\$ 268,886,579	\$ 269,462,480	\$ 5,972,257	2.3%
Total Net Expenditures	\$ 223,204,254	\$ 263,490,223	\$ 268,886,579	\$ 269,462,480	\$ 5,972,257	2.3%

Department of Employment & Benefit Svc— Budget Unit 504
Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050401	DEBS Admin Fund 00001	\$ 1,170,999	\$ —	\$ 931,068	\$ 931,068	\$ 931,068	NA
050402	DEBS Program Svcs Fund 0001	188,763,536	220,934,997	234,029,822	234,884,593	13,949,596	6.3%
050405	DEBS Benefit Payments Fund 0001	73,020,409	89,837,545	82,113,481	82,113,481	(7,724,064)	-8.6%
Total Revenues		\$ 262,954,944	\$ 310,772,542	\$ 317,074,371	\$ 317,929,142	\$ 7,156,600	2.3%

Department of Employment & Benefit Svc— Budget Unit 504
Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Other Financing Sources	\$ 1,177,146	\$ —	\$ 2,985,826	\$ 2,985,826	\$ 2,985,826	NA
Aid From Government Agencies - State	129,159,939	134,685,578	134,495,239	134,507,258	(178,320)	-0.1%
Aid From Government Agencies - Federal	132,617,859	176,086,964	179,593,306	180,436,058	4,349,094	2.5%
Total Revenues	\$ 262,954,944	\$ 310,772,542	\$ 317,074,371	\$ 317,929,142	\$ 7,156,600	2.3%



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 2014 Approved Budget	98.0	\$ 12,590,963	\$ —
Board Approved Adjustments During FY 2014	10.0	1,522,926	1,583,568
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	644,038	—
IntraCounty Adjustments	—	73,500	—
Other Adjustments	—	1,685	(652,500)
Subtotal (Current Level Budget)	108.0	\$ 14,833,112	\$ 931,068
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	108.0	\$ 14,833,112	\$ 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 2014 Approved Budget	991.0	\$ 131,039,831	\$ 220,934,997
Board Approved Adjustments During FY 2014	10.0	3,334,925	6,098,787
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	37.0	4,781,338	—
IntraCounty Adjustments	—	3,661	—
Other Adjustments	—	987,875	6,996,038
Subtotal (Current Level Budget)	1,038.0	\$ 140,147,630	\$ 234,029,822
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Enhance Budget and Fiscal Oversight	—	—	79,153
Enhance Contracts Management	—	—	66,564
Address Disproportionality in Welfare System	—	—	72,229
Augment Staff in the Administrative Support Bureau	2.0	262,774	262,774
Enable IT Transformation: Social Services	—	—	223,369
Increase Resources for N.County and Eligibility Work	1.0	131,553	150,682
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 394,327	\$ 854,771
Recommended Budget	1,041.0	\$ 140,541,957	\$ 234,884,593



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 2014 Approved Budget	229.0	\$ 16,073,921	\$ —
Board Approved Adjustments During FY 2014	-3.0	125,578	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,148,220	—
IntraCounty Adjustments	—	(671)	—
Other Adjustments	—	76,359	—
Subtotal (Current Level Budget)	228.0	\$ 17,423,407	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Resources for N.County and Eligibility Work	2.0	181,574	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 181,574	\$ —
Recommended Budget	230.0	\$ 17,604,981	\$ —

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 2014 Approved Budget	72.0	\$ 2,744,980	\$ —
Board Approved Adjustments During FY 2014	—	(42,591)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-37.0	642,748	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	37	—
Subtotal (Current Level Budget)	35.0	\$ 3,345,174	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	35.0	\$ 3,345,174	\$ —

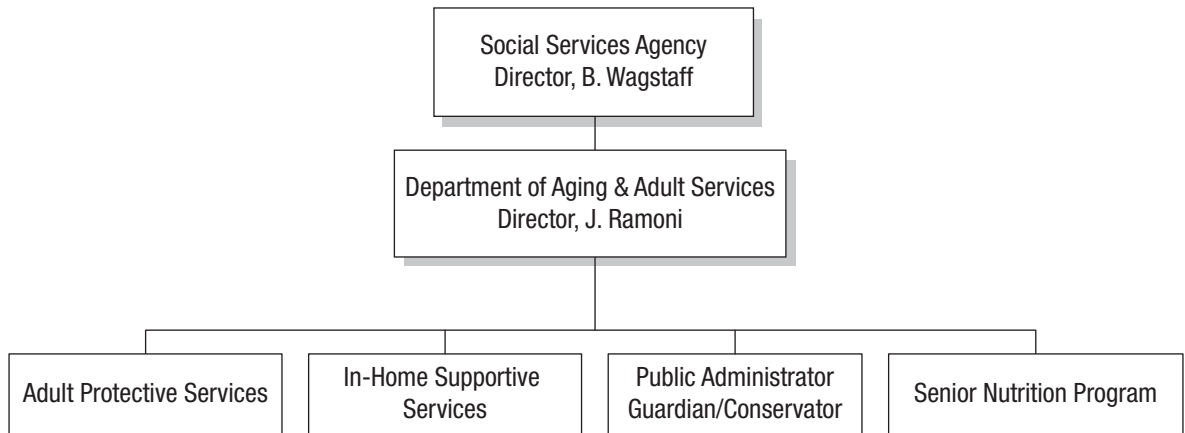


DEBS Benefit Payments Fund 0001 — Cost Center 050405
Major Changes to the Budget

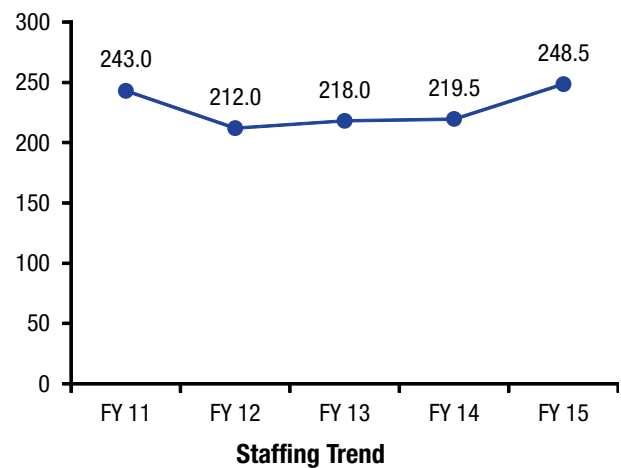
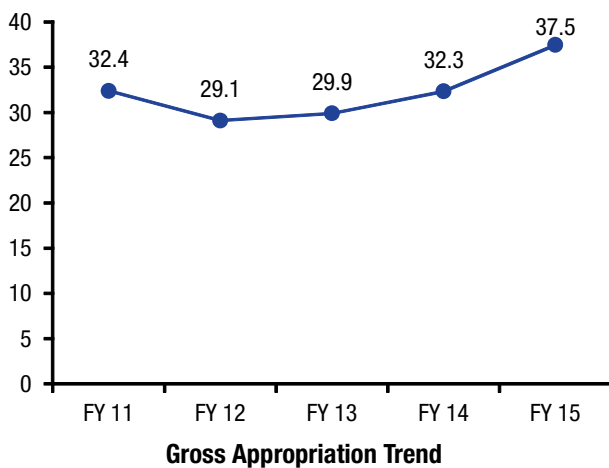
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 101,040,528	\$ 89,837,545
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(7,903,272)	(7,724,064)
Subtotal (Current Level Budget)	—	\$ 93,137,256	\$ 82,113,481
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 93,137,256	\$ 82,113,481



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 conservatees and decedent estates. DAAS evaluates community needs, develops programs and services, and advises on policies concerning the welfare of seniors and persons with disabilities. The programs in DAAS are Adult Protective Services, In-Home Supportive Services, Public Administrator/Guardian/Conservator, and Senior Nutrition Program.

Adult Protective Services (APS)

APS is mandated by the State of California Welfare and Institutions Code for all counties to receive and investigate reports of abuse or neglect regarding elders (age 65 or older) or dependent adults (ages 18 to 64 who are mentally and/or physically disabled and unable to protect and/or advocate on their own behalf). Adult Protective Services is mandated to respond to urgent situations 24 hours a day, 7 days a week. In Santa Clara County, the Adult Protective Services program is staffed by master's level social workers who collaborate with elders, dependent adults, families and care providers to protect and prevent abuse or neglect

An APS investigation focuses on a comprehensive assessment of the elder or dependent adult. The allegations of abuse or neglect are examined and the

level of risk is assessed. A plan is developed with the elder or dependent adult's participation, if possible, which may include arranging for emergency services such as food, utilities, or medical care. APS social workers may provide referrals or linkage to community services, public benefits, legal organizations and medical professionals.

APS chairs a multi-disciplinary team known as FAST (Financial Abuse Specialist Team), which investigates allegations of financial abuse perpetrated against elders and dependent adults. The Mental Health Department collaborates with APS to address the unmet mental health needs of elders and dependent adults by providing services in the home environment. APS also maintains a master social work internship program as well as offers outreach and education to the community.

In FY 2013, APS received over 3,200 abuse reports. The division also responded to more than 2,000 Information and Referral calls where staff provided information, consultation, and referrals to other services. APS bilingual staff provides services in English, Spanish, Vietnamese, Tagalog and Mandarin.

In-Home Supportive Services (IHSS)

IHSS is a Federal, State and County funded program designed to prevent institutionalization of elderly, blind, or disabled people when they are no longer able to fully care for themselves or handle routine house-hold 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 18,700 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 18,000 full or part-time independent service providers in Santa Clara County.

IHSS is one of the largest social services entitlement programs in California. The number of applications for services is predicted to continue to increase due to the aging of the population and the desire of individuals to remain at home rather than face institutionalization

Public Administrator/Guardian/Conservator (PAGC)

As the court-ordered surrogate decision maker, the PAGC protects and ensures safe and secure environments for the County's most vulnerable adults by maintaining strong partnerships with community agencies, advocating for the least restrictive living settings that promote dignity and maximum independence, and managing person and estate issues.

The Conservatorship division is the surrogate decision maker for individuals determined by the Probate Court to be unable to care for themselves. The Conservatorship division has two sections: Lanterman-Petris-Short (LPS) for those who are gravely mentally ill, and Probate for those frail elderly or other adults who are unable to provide for themselves due to cognitive incapacity. The Conservatorship division is supported by a team of estate administrators who assist with the management of complex conservatee estates.

Public Administration (PA) is mandated by the California Probate Code to administer the estates of Santa Clara County deceased residents who do not have friends or family members who are willing and able to represent the client. The PA safeguards the decedent's property from waste, loss, theft or misappropriation, makes appropriate burial arrangements, conducts

thorough investigations to discover all assets, notifies and pays the decedent's creditors, and locates persons legally entitled to inherit and distributes estates.

Senior Nutrition Program (SNP)

SNP promotes better health for seniors over the age of 60 by providing dietitian approved and ethnically diverse meals at congregate sites for mobile older adults, and home-delivered meals to those seniors who are unable to prepare their own meals due to ill health, other medical reasons, or isolation. The SNP services are provided through local partnerships with Sourcewise (formerly known as Council on Aging of Silicon Valley), municipalities including the City of San Jose, and a number of non-profit and community based organizations (CBOs). SNP administers the Senior Congregate Meals Program and Santa Clara County Meals on Wheels. Twenty-one contractors provide meals throughout the County for these programs. Staff members monitor all contracts for compliance with Federal, State and County regulations. The Senior Nutrition Program also participates in a Nutrition Screening Initiative to assess the level of nutritional risk and implement strategies to assist seniors in remaining functionally independent.

In FY2013, over 11,000 residents were served approximately 570,000 meals at thirty-nine locations (thirty-seven community sites and two adult day care centers) throughout the County. Approximately 23,500 para-transit rides were provided in the last year by Outreach and Escort Inc. to bring ADA-eligible seniors to the congregate meals sites and approximately 600,000 Meals on Wheels were served to home-bound seniors.

The current program is successful in reaching the most at-risk seniors in the county and serves large numbers of low income, living alone and age 75+ seniors. Evaluation surveys taken by congregate and home bound seniors indicate participants are satisfied with the program and believe the services provide a stable resource for nutrition and socialization.

Current and Emerging Issues

Seniors' Agenda

After a year-long community wide planning process, the Seniors' Agenda was implemented in 2013. The Board of Supervisors adopted this strategic plan to begin addressing the future needs of the rapidly growing population of older adults. It is estimated that by 2030 one in four residents of Santa Clara County will be over the age of 60, with the fastest growing population being over the age of 80. The planning process was a collaborative effort of more than one hundred and fifty individuals from sixty eight organizations that collectively created a vision and plan for how best to prepare for an aging society.

Over the course of the past year, the Department of Aging and Adult Services' leadership began implementing the Seniors' Agenda, through six work teams, to make a collective impact on how an age-friendly community is created to improve the lives of our older adults. Twice a year, the Seniors' Agenda Network Summit convenes nearly two hundred attendees from diverse agencies and organizations to report on significant progress within the identified areas of need: Transportation, Volunteerism & Civic Engagement, Information & Assistance, Education & Outreach, Policy & Funding, and Housing.

The Seniors' Agenda has began a collaborative effort to add over \$250,000 in funding to non-profit organizations serving the elderly. The County's aging services contract awards were modified to align with the priorities of the Seniors' Agenda to support safety net services for older adults. Valuable input was provided to the County of Santa Clara General Plan update in the Housing Element Update regarding the need for increased affordable housing for seniors. The General Plan's Health Element was also updated to include pedestrian safety needs for nearby senior centers and senior housing facilities.

In FY 2014, a Seniors Policy Council was formed for the purpose of modifying policy in support of the Seniors' Agenda. Seniors Policy Council is made up of the executive level staff from: Office of County Executive, Mental Health Department, Public Health Department, Valley Medical Center, County Planning, Aging and Adult Services, City of San Jose, Cities Managers' Association of Santa Clara County, Sourcewise, Santa Clara County Housing Authority, Santa Clara Valley

Transportation Authority, and Aging Services Collaborative of Santa Clara County, as well as a representative from the County Board of Supervisors (ex-officio). The Seniors Policy Council is scheduled to meet quarterly.

To increase outreach and information to the County's senior population, leadership from the Seniors' Agenda was able to align resources to ensure the Agents for Change brochure, "A Good Place to Start" could be translated, printed and distributed. Through the sponsorship of OUTREACH, DAAS and Sourcewise produced over 7,000 copies of the "A Good Place to Start" brochure in English, Spanish, Vietnamese, and Chinese. The brochure provides seniors with information on community services and resources. The Santa Clara County Fire Department has included the brochure in their Senior Resource packet given to elderly residents in their homes. This example is one of the many ways the Senior Agenda is collaborating to achieve positive outcomes that address the growing needs of the community.

Coordinated Care Initiative (CCI)

In 2012, the State budget authorized the Coordinated Care Initiative (CCI) in eight counties (Alameda, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Mateo, and Santa Clara) and thus expanded the number of Medi-Cal enrollees who must enroll in Medi-Cal managed care to receive their benefits. 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 Medi-Connect.
- **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, 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 eight 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.

Under the current system (prior to CCI), dual eligibles must access 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 leads to beneficiary confusion, delayed care, inappropriate utilization and unnecessary costs.

As a pilot county, Santa Clara will initiate the LTSS portion of the CCI effective July 1, 2014 and implement the Cal Medi-Connect Program January 1, 2015. Santa Clara County's two identified health plans are Santa Clara Family Health Plan and Anthem Blue Cross.

Coordination of Services between Adult Protective Services and Public Guardian

In California, relationships between the Public Administrator/Guardian Conservator (PAGC) and Adult Protective Services (APS) vary greatly and only a few counties manage their PAGC and APS programs the same. With that in mind, members of several county APSs and PAGCs met to discuss the most effective way to address the issue and developed a template for a Memorandum of Understanding (MOU) between APS and PAGC. The purpose of the draft MOU is to provide clarification of each program's respective role and expectations for inter-program communication. The plan is for the California Public Administrator/Public Guardian/Public Conservator Association, the California Welfare Director's Association, and Adult Protective Services to review this document annually. It will also be reviewed, as needed, in response to substantive legislative changes.

DAAS, through the County's Center for Leadership and Transformation (CLT) program, has formed a team of APS and PAGC staff members to write a Memorandum of Understanding (MOU) to meet our needs locally. The team is developing a protocol to facilitate Referrals for Conservatorship made to PAGC by APS, hospitals, the VA, care homes, and others that will identify responsible parties, timeliness and protocols to enhance accountability, and communication of cases under investigation. The team is also looking at trainings to cross-educate staff on the challenges and important functions of both APS and PAGC.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Resources for the Seniors' Agenda	↑	The position will support special projects	1.0	\$114,210	—
Enhance Property Management Services	↑	The position will enhance financial and property management services in the public guardian program.	1.0	\$110,310	—
↑ — 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 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 Resources for Seniors' Agenda

Recommended Action Add 1.0 FTE Project Manager in the Department of Aging and Adult Services (DAAS).

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Project Manager will oversee special projects within the Department of Aging and Adult Services. The Project Manager will collaborate with internal and external organizations to bring stakeholders together with the purpose of enhancing the well-being of older adults and their families. The Project Manager will coordinate advocacy, networking, joint planning and shared leadership for the aging demographic in Santa Clara County. The Project Manager will perform administrative and operational activities, provide guidance to established work groups, and support the implementation of the Seniors' Agenda.

Position Added: 1.0 FTE
Ongoing Net Cost: \$114,210

Total Cost of \$162,000 will be offset by \$47,790 in revenue

↑ Enhance Property Management Services

Recommended Action Add 1.0 FTE Program Manager III in the Department of Aging and Adult Services (DAAS).

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Program Manager will enhance the oversight of specialized financial and property management services. The position will handle all personnel aspects, provide technical support and case consultation, assure compliance with Federal, State, and County mandates, and oversee the Department budget. The position will also focus on developing and implementing policies and procedures for the Estate Administrator Units.

Position Added: 1.0 FTE
Ongoing Net Cost: \$110,310

Total Cost of \$185,395 will be offset by \$75,085 in revenue

↑ Summary of Fiscal Impacts Outside of DAAS

The following table is for reconciliation purposes. The recommended actions and costs are in Agency Office (BU 502) but the supporting revenues are in DAAS (BU 505).

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Enhance Contracts Management (AO)		\$4,017	(\$4,017)
Enhance Budget and Fiscal Oversight (AO)		\$4,777	(\$4,777)
Address Disproportionality in Welfare System		\$4,359	(\$4,359)
DAAS Total		\$13,153	(\$13,153)

**Department of Aging and Adult Services Fund 0001— Budget Unit 505
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050501	DAAS Admin Fund 0001	\$ 5,792,891	\$ 6,429,920	\$ 6,656,215	\$ 7,003,610	\$ 573,690	8.9%
050502	DAAS Program Svcs Fund 0001	14,241,655	15,619,666	19,536,468	19,536,468	3,916,802	25.1%
050503	DAAS Program Support Fund 0001	2,919,772	3,119,056	3,579,480	3,579,480	460,424	14.8%
050504	Senior Nutrition Fund 0001	6,706,402	7,171,968	7,343,990	7,343,990	172,022	2.4%
Total Net Expenditures		\$ 29,660,719	\$ 32,340,610	\$ 37,116,153	\$ 37,463,548	\$ 5,122,938	15.8%

**Department of Aging and Adult Services Fund 0001— Budget Unit 505
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050501	DAAS Admin Fund 0001	\$ 5,792,891	\$ 6,429,920	\$ 6,656,215	\$ 7,003,610	\$ 573,690	8.9%
050502	DAAS Program Svcs Fund 0001	16,766,672	15,619,666	19,537,961	19,537,961	3,918,295	25.1%
050503	DAAS Program Support Fund 0001	2,919,772	3,119,056	3,579,480	3,579,480	460,424	14.8%
050504	Senior Nutrition Fund 0001	6,706,402	7,171,968	7,343,990	7,343,990	172,022	2.4%
Total Gross Expenditures		\$ 32,185,736	\$ 32,340,610	\$ 37,117,646	\$ 37,465,041	\$ 5,124,431	15.8%

**Department of Aging and Adult Services Fund 0001— Budget Unit 505
Expenditures by Object**

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 23,360,572	\$ 24,862,407	\$ 29,598,924	\$ 29,946,319	\$ 5,083,912	20.4%
Services And Supplies	8,825,164	7,478,203	7,518,722	7,518,722	40,519	0.5%
Total Gross Expenditures	\$ 32,185,736	\$ 32,340,610	\$ 37,117,646	\$ 37,465,041	\$ 5,124,431	15.8%
Expenditure Transfers	(2,525,017)	—	(1,493)	(1,493)	(1,493)	NA
Total Net Expenditures	\$ 29,660,719	\$ 32,340,610	\$ 37,116,153	\$ 37,463,548	\$ 5,122,938	15.8%



Department of Aging and Adult Services Fund 0001— Budget Unit 505 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
050501	DAAS Admin Fund 0001	\$ 621,982	\$ 593,714	\$ 593,714	\$ 593,714	—	—
050502	DAAS Program Svcs Fund 0001	21,450,256	22,521,969	28,450,126	28,592,698	6,070,729	27.0%
050503	DAAS Program Support Fund 0001	915,012	490,536	490,536	490,536	—	—
050504	Senior Nutrition Fund 0001	3,886,994	3,600,276	3,600,276	3,600,276	—	—
Total Revenues		\$ 26,874,244	\$ 27,206,495	\$ 33,134,652	\$ 33,277,224	\$ 6,070,729	22.3%

Department of Aging and Adult Services Fund 0001— Budget Unit 505 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 7,084,366	\$ 8,049,712	\$ 10,411,077	\$ 10,450,376	\$ 2,400,664	29.8%
Aid From Government Agencies - Federal	16,995,176	16,892,033	20,458,825	20,562,098	3,670,065	21.7%
Revenue From Use Of Money/Property	168,407	161,679	161,679	161,679	—	—
Charges For Services	1,458,234	960,286	960,286	960,286	—	—
Other Financing Sources	1,168,062	1,142,785	1,142,785	1,142,785	—	—
Total Revenues	\$ 26,874,244	\$ 27,206,495	\$ 33,134,652	\$ 33,277,224	\$ 6,070,729	22.3%

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 2014 Approved Budget	51.0	\$ 6,429,920	\$ 593,714
Board Approved Adjustments During FY 2014	-1.0	(146,620)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	306,318	—
IntraCounty Adjustments	—	64,461	—
Other Adjustments	—	2,136	—
Subtotal (Current Level Budget)	50.0	\$ 6,656,215	\$ 593,714
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Resources for Seniors' Agenda	1.0	162,000	—
Enhance Property Management Services	1.0	185,395	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 347,395	\$ —
Recommended Budget	52.0	\$ 7,003,610	\$ 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 2014 Approved Budget	123.0	\$ 15,619,666	\$ 22,521,969
Board Approved Adjustments During FY 2014	24.0	3,044,094	4,098,159
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	869,104	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	3,604	1,829,998
Subtotal (Current Level Budget)	147.0	\$ 19,536,468	\$ 28,450,126
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Resources for Seniors' Agenda	—	—	47,790
Enhance Budget and Fiscal Oversight	—	—	4,777
Enhance Contracts Management	—	—	4,017
Address Disproportionality in Welfare System	—	—	4,359
Enable IT Transformation: Social Services	—	—	6,544
Enhance Property Management Services	—	—	75,085
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 142,572
Recommended Budget	147.0	\$ 19,536,468	\$ 28,592,698

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 2014 Approved Budget	37.5	\$ 3,119,056	\$ 490,536
Board Approved Adjustments During FY 2014	4.0	354,685	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	154,329	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(48,590)	—
Subtotal (Current Level Budget)	41.5	\$ 3,579,480	\$ 490,536
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	41.5	\$ 3,579,480	\$ 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 2014 Approved Budget	8.0	\$	7,171,968	\$ 3,600,276
Board Approved Adjustments During FY 2014	—		121,280	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		67,206	—
IntraCounty Adjustments	—		(16,854)	—
Other Adjustments	—		390	—
Subtotal (Current Level Budget)	8.0	\$	7,343,990	\$ 3,600,276
Recommended Changes for FY 2015				
IntraCounty Adjustments	—	\$	—	\$ —
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$	—	\$ —
Recommended Budget	8.0	\$	7,343,990	\$ 3,600,276

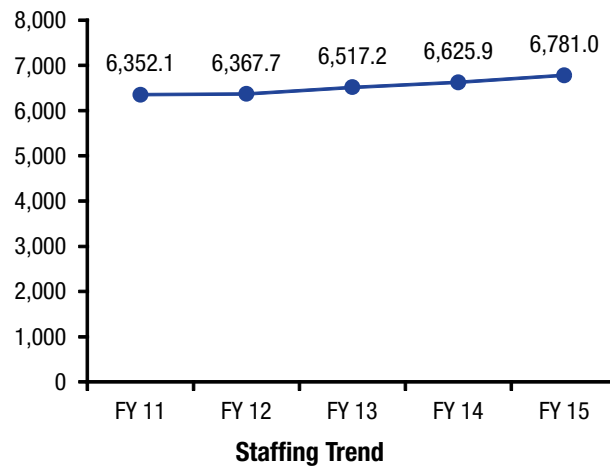
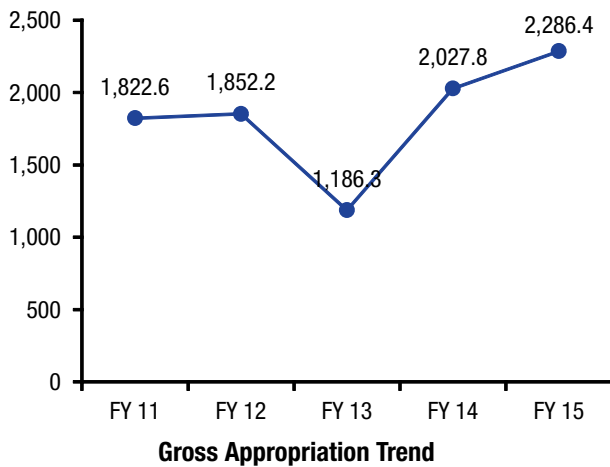
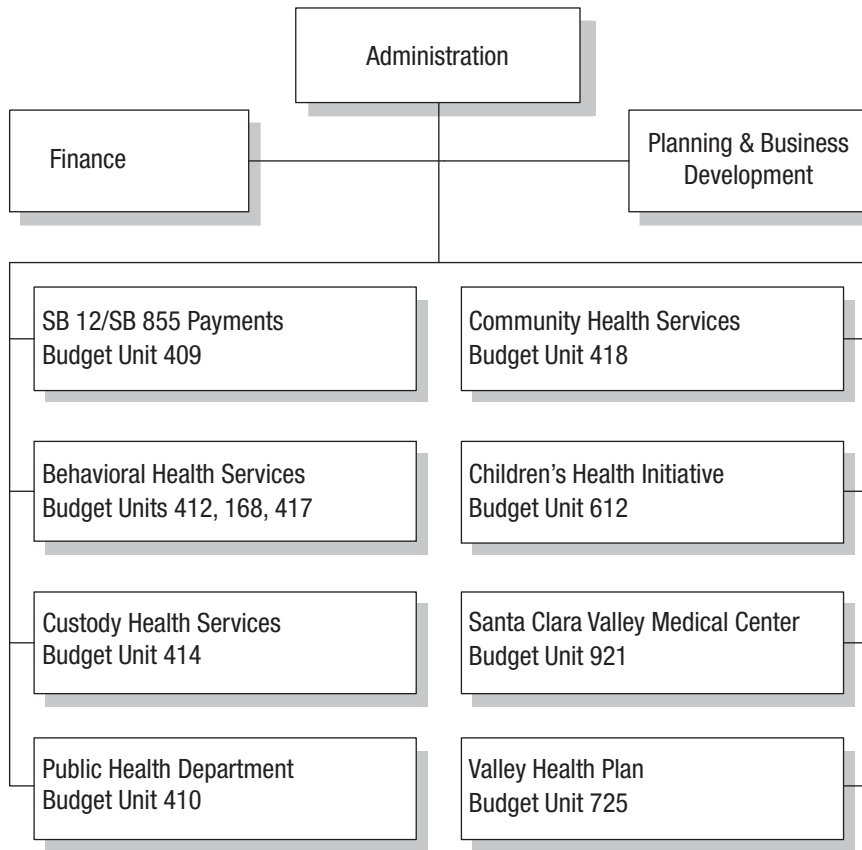


Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley
Health & Hospital System



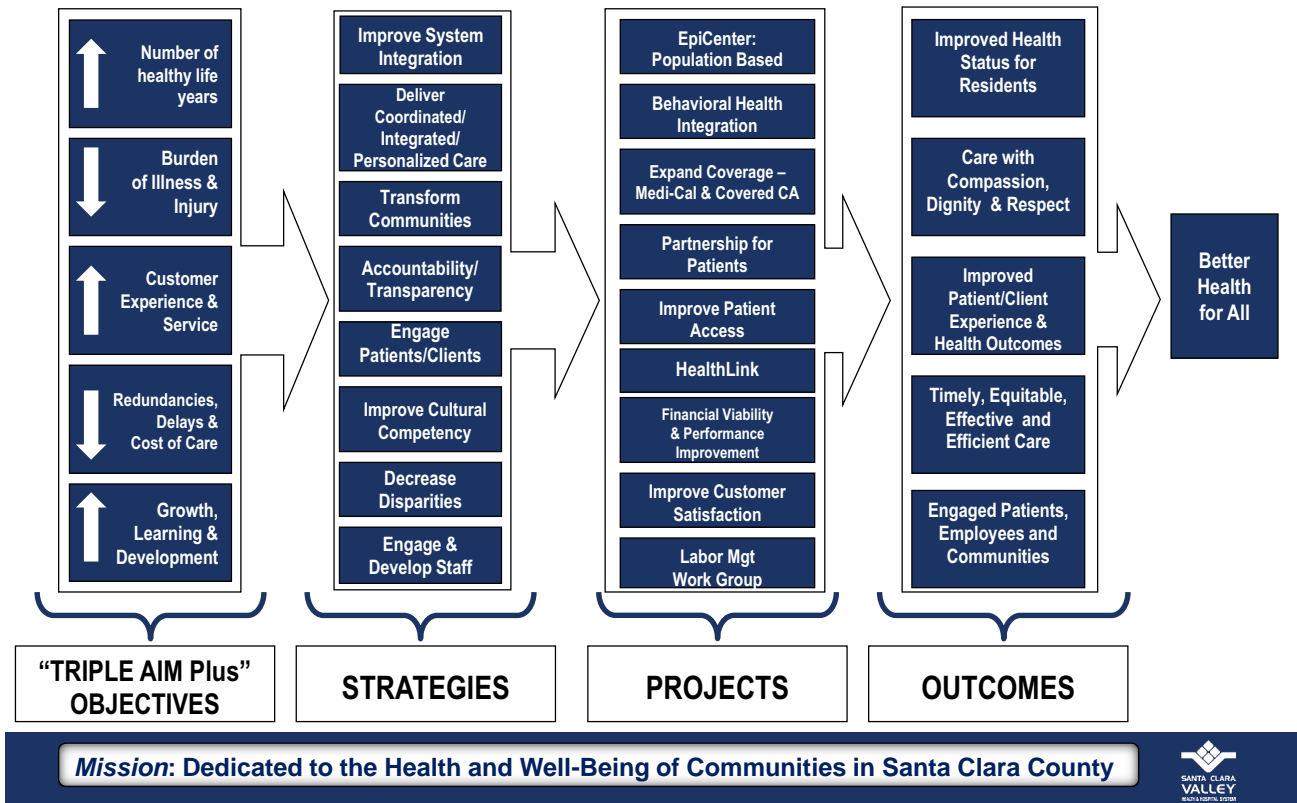
Santa Clara Valley Health & Hospital System



Santa Clara Valley Health & Hospital System

SCVHHS Strategic Road Map

Vision: Better Health for All



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 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
409	SB12/SB855 Funds	\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
410	Public Health	77,470,141	90,046,766	89,247,831	89,733,539	(313,227)	-0.3%
412	Mental Health Department	280,402,596	322,739,468	337,976,521	341,177,614	18,438,146	5.7%
168	Office of Affordable Housing	10,326,308	3,426,126	3,566,986	3,570,311	144,185	4.2%
417	Department of Alcohol and Drug Services	39,504,864	45,652,722	48,629,943	48,472,263	2,819,541	6.2%
414	Custody Health Services	2,428,633	3,977,462	4,387,369	4,415,203	437,741	11.0%
418	Community Health Services	13,247,486	13,727,322	15,011,507	18,111,593	4,384,271	31.9%
612	Healthy Children	3,763,958	4,500,000	7,500,000	7,500,000	3,000,000	66.7%
725	Valley Health Plan	218,626,904	213,803,606	216,380,957	343,831,820	130,028,214	60.8%
921	Santa Clara Valley Medical Center	1,312,685,895	1,243,594,462	1,313,104,138	1,333,647,600	90,053,138	7.2%
Total Net Expenditures		\$ 1,961,701,238	\$ 1,943,967,934	\$ 2,038,805,252	\$ 2,193,459,943	\$ 249,492,009	12.8%

Gross Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
409	SB12/SB855 Funds	\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
410	Public Health	80,981,334	92,392,353	91,719,687	92,205,395	(186,958)	-0.2%
412	Mental Health Department	285,195,644	326,354,263	342,979,989	346,181,082	19,826,819	6.1%
168	Office of Affordable Housing	11,206,656	4,408,125	4,596,738	4,600,063	191,938	4.4%
417	Department of Alcohol and Drug Services	40,842,926	46,951,754	51,136,949	50,979,269	4,027,515	8.6%
414	Custody Health Services	44,243,348	50,101,955	50,761,257	50,629,232	527,277	1.1%
418	Community Health Services	14,685,625	15,740,013	16,807,367	19,907,453	4,167,440	26.5%
612	Healthy Children	3,763,958	4,500,000	7,500,000	7,500,000	3,000,000	66.7%
725	Valley Health Plan	221,848,940	217,053,949	219,631,300	347,763,765	130,709,816	60.2%
921	Santa Clara Valley Medical Center	1,337,638,944	1,272,257,809	1,342,819,865	1,363,630,657	91,372,848	7.2%
Total Gross Expenditures		\$ 2,043,651,827	\$ 2,032,260,221	\$ 2,130,953,152	\$ 2,286,396,916	\$ 254,136,695	12.5%

Revenues By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
409	SB12/SB855 Funds	\$ 2,973,907	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
410	Public Health	52,840,201	59,232,719	51,573,055	51,807,196	(7,425,523)	-12.5%
412	Mental Health Department	175,237,894	254,027,697	260,683,817	261,735,428	7,707,731	3.0%
168	Office of Affordable Housing	7,614,087	4,704,806	4,587,358	4,587,358	(117,448)	-2.5%
417	Department of Alcohol and Drug Services	21,971,992	23,625,262	25,813,121	24,896,891	1,271,629	5.4%
414	Custody Health Services	1,859,713	3,943,213	4,342,701	4,743,223	800,010	20.3%



Revenues By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
418	Community Health Services	6,003,097	6,727,482	7,070,554	7,070,554	343,072	5.1%
612	Healthy Children	3,382,354	4,500,000	7,500,000	7,500,000	3,000,000	66.7%
725	Valley Health Plan	212,432,193	213,803,606	213,803,606	343,831,820	130,028,214	60.8%
921	Santa Clara Valley Medical Center	1,311,337,443	1,235,716,311	1,305,220,281	1,325,763,748	90,047,437	7.3%
Total Revenues		\$ 1,795,652,881	\$ 1,808,781,096	\$ 1,883,594,493	\$ 2,034,936,218	\$ 226,155,122	12.5%

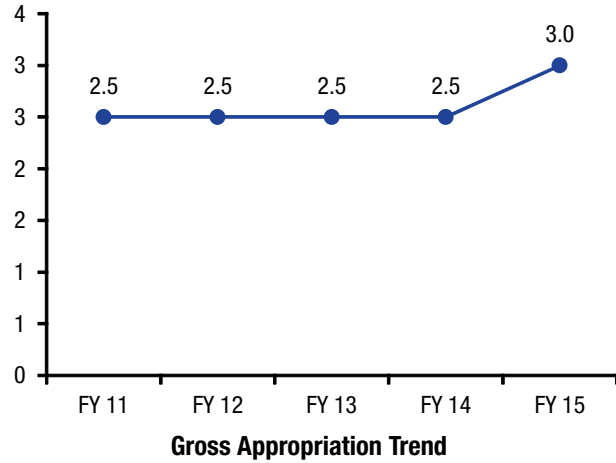


Health SB 12

Overview

The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

Revenues and expenses for the SB 12 program are budgeted at \$3.0 million for FY 2015.



SB12/SB855 Funds— Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4322	SB 12 Payments Fund 0018	\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
Total Net Expenditures		\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%

SB12/SB855 Funds— Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4322	SB 12 Payments Fund 0018	\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
Total Gross Expenditures		\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%

SB12/SB855 Funds— Budget Unit 409 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
Total Net Expenditures	\$ 3,244,451	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%



SB12/SB855 Funds— Budget Unit 409
Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4322	SB 12 Payments Fund 0018	\$ 2,973,907	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
Total Revenues		\$ 2,973,907	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%

SB12/SB855 Funds— Budget Unit 409
Revenues by Type

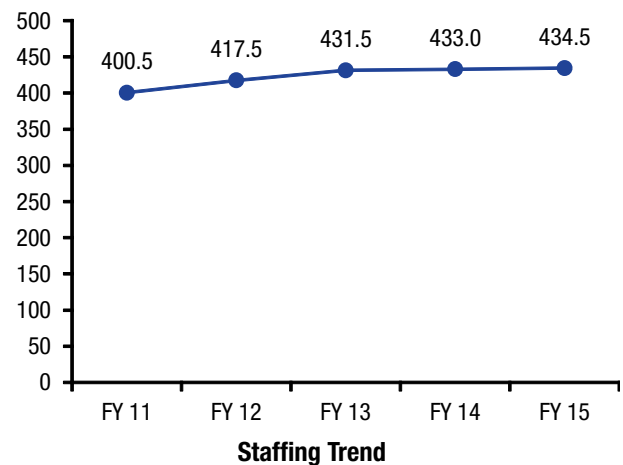
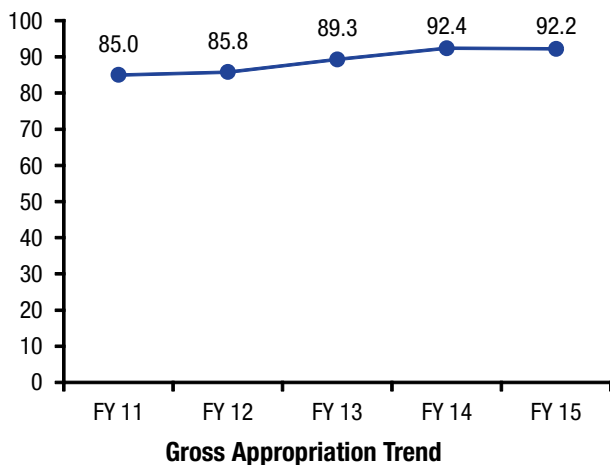
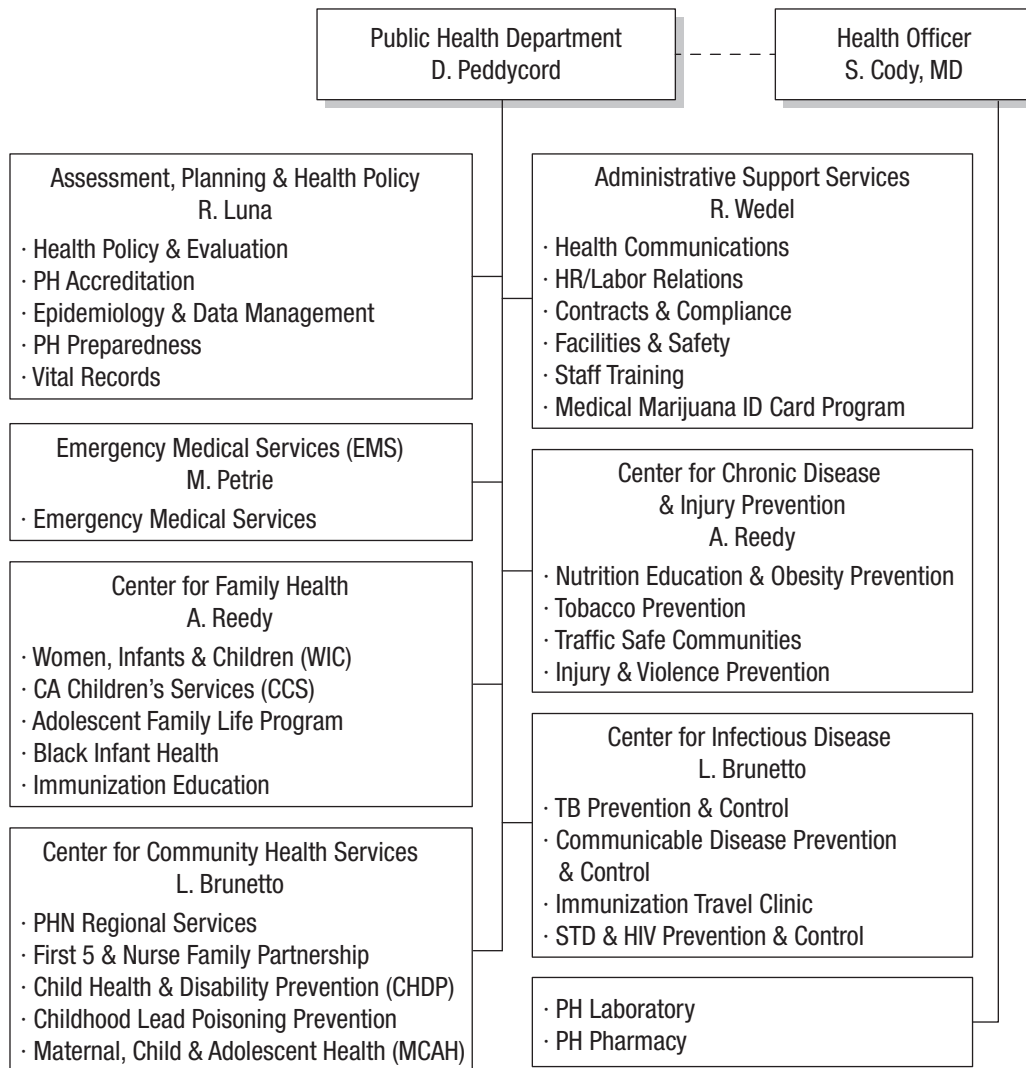
Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Fines, Forfeitures, Penalties	\$ 2,934,940	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%
Revenue From Use Of Money/Property	18,219	—	—	—	—	—
Other Financing Sources	20,748	—	—	—	—	—
Total Revenues	\$ 2,973,907	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	20.0%

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 2014 Approved Budget		— \$ 2,500,000	\$ 2,500,000
Board Approved Adjustments During FY 2014		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		500,000	500,000
Subtotal (Current Level Budget)		— \$ 3,000,000	\$ 3,000,000
Recommended Changes for FY 2015			
IntraCounty Adjustments		— \$	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	\$ —
Recommended Budget		— \$ 3,000,000	\$ 3,000,000



Public Health Department



Public Purpose

- ➔ **The Santa Clara County Public Health Department prevents disease and injury and creates environments that promote and protect the community's health**



Description of Major Services

The Public Health Department has a variety of programs and services with multiple funding streams and legislative mandates. Broadly, the Public Health Department is governed by the California Health and Safety Codes, and specific programs are established and regulated by a number of Federal and State regulations.

By virtue of both its mandates and mission, the Public Health Department offers services that are very diverse. Some programs serve specific individuals and at-risk populations, while others aim to protect the health of all County residents. Direct client services and whole population initiatives are based on data and proven best practices.

Public Health also develops partnerships with public and private health care providers and institutions, other government agencies engaged in services that affect health (e.g., housing, criminal justice and education), community-based organizations and others to collectively identify, alleviate, and act on the sources of public health problems. Local examples of this approach include the recent menu labeling ordinance and the Sugar Savvy/Rethink Your Drink initiative.

Divisions are patterned after the California State Department of Public Health, and include the following seven divisions and programs/services:

Administrative Support Services Division

This division is charged with providing department-wide support to all programs and functions within the Department, as well as coordinating with other County Departments. Services include:

- Contracts & Compliance
- Human Resources
- Facility Management
- Staff Training & Development
- Safety
- Medical Marijuana Identification Card Program
- Public Health Communications

Assessment, Planning & Health Policy Division

This division is comprised of the Planning, Health Policy and Epidemiology & Data unit, along with Vital Records & Registration and the Public Health Preparedness programs. The Health Policy, Planning and Epidemiology & Data unit staff support the Department by providing data for public health surveillance, strategic planning, program evaluation, policy development, program and grant guidance, and community development.

Vital Records and Registration supports the community by efficiently registering birth and death records and

issuing certificates. The Public Health Preparedness programs focus on improving the capacity of public health staff and partners to plan, respond, mitigate, and recover from natural or man-made disasters.

Emergency Medical Services Division

The Emergency Medical Services (EMS) Agency plans, regulates, evaluates, and assures quality in the Santa Clara County Emergency Medical Services System. This system includes all medical dispatch centers, fire service-based first responders, all emergency and non-emergency ambulance providers, hospitals, and specialty care facilities. The EMS Agency also supervises the field operations of the EMS System and prepares and responds to coordinating the provision of system-wide medical care at multi-casualty incidents and disasters. The EMS Agency also monitors operational, clinical, contract, and regulatory compliance and certifies, accredits and authorizes pre-hospital personnel and pre-hospital training organizations.

Center for Chronic Disease and Injury Prevention

The Center for Chronic Disease and Injury Prevention is responsible for creating and maintaining healthy, safe and livable communities in Santa Clara County by working with community partners to make organizational, system and environmental changes.

Chronic diseases, such as heart disease, stroke, cancer, and diabetes, are among the most prevalent, costly and preventable of all health problems. Leading a healthy lifestyle (avoiding tobacco use, being physically active, and eating well) greatly reduces a person's risk for developing chronic disease. Services in this Division include:

- Nutrition Education and Obesity Prevention Programs
- Breastfeeding Promotion
- Childhood Feeding Collaborative
- South County United for Health (Small Communities Transformation Grant)
- Safe and Active Transportation
- Tobacco Prevention and Education
- Violence and Injury Prevention

Center for Family Health

Programs in this Division offer a wide array of direct and indirect services targeted at the County's vulnerable children and families; from programs such as California

Children's Services Program that ensures access to care, to programs such as Women, Infants and Children that offers nutritional counseling and vouchers for nutritious food for pregnant women and their children. Programs in this Division are intended to inform and educate clients and provide linkages to other community services. Services in this Division include:

- Black Infant Health (BIH)
- Adolescent Family Life Program (AFLP)
- Immunization Education
- Women, Infants and Children (WIC)
- California Children's Services (CCS)

Center for Infectious Disease

Programs in this Division provide services to keep the community safe from the spread of disease by collecting and analyzing information and investigating disease outbreaks by linking people to disease prevention services. Services in this Division include:

- Tuberculosis (TB) Prevention, Control and Case Management
- Communicable Disease (CD) Prevention and Control
- Public Health Laboratory
- Public Health Pharmacy
- STD and HIV Prevention and Control

Center for Community Health Services

The Center for Community Health Services includes a variety of programs that offer case management and care coordination services to the community. The population served includes high-risk clients across the age spectrum in need of linkage and referral to services. In addition, care coordination services are offered to children in foster care and to low-income children. Services in this Division are comprised of the following:

- Regional Public Health Nursing services
- Nurse Family Partnership programs
- Child Health and Disability Prevention Program (CHDP)
- Childhood Lead Poisoning Prevention Program
- Maternal, Child & Adolescent Health (MCAH)



Current and Emerging Issues

National Public Health Accreditation

In 2009, the National Public Health Accreditation Program was launched by the Public Health Accreditation Board following years of development and research by the Centers for Disease Control, the Robert Wood Johnson and a myriad of other thought leaders in the practice of public health. National Public Health Accreditation aims to improve and protect the health of the public by advancing the quality and performance of state, tribal and local health departments. Accreditation will drive public health departments to continuously improve the quality of the services they deliver to the community as well as increase accountability and credibility to the public, funders, elected officials and other stakeholders. Also, the accreditation assessment process provides valuable, measurable feedback to health departments about strengths and areas of improvement, so that departments can better protect, promote and preserve the community's health.

The Santa Clara County Public Health Department formally launched its journey to accreditation in February of 2013 but began laying the foundations of this effort in 2010. The Department issued its letter of intent to seek National Public Health Accreditation earlier this year. The formal application requires that the Department complete each of the following mandatory prerequisites: 1) Community Health Assessment; 2) Community Health Improvement Plan; and 3) Departmental Strategic Plan. All three components are close to completion and the Department plans to submit its formal application by June 2014.

Emergency Medical Services

The Emergency Medical Services (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 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.

Development of Health Indicators

Staff from Public Health, Santa Clara Valley Medical Center, Department of Alcohol and Drug Services, Mental Health, Custody Health, and Santa Clara Valley Health & Hospital System (SCVHHS) Finance, have made significant progress in developing a system-level dashboard of health indicators and performance benchmarks. This team is reviewing the organizational and human capacity needs for the County Health System to become a strategic decision support unit for population health improvement and health resource utilization. The goal is to drive strategy and examine progress in meeting population health goals and system performance goals tied to the triple aim of Health Care Reform.

Health Care Reform and Managed Care

The Public Health Department anticipates an evolving participation in the idea of aligning historic public health programming and services with managed care entities. For example, the State Department of Health Care Services has already expressed an interest in carving the California Children's Service program back into the 2016 Medicaid Waiver. As the idea of aligning safety net public health services with managed care evolves, Public Health will participate to protect the integrity and quality of the services and programs provided to individual clients and their respective communities.

County Executive's Recommendation

Summary of County Executive's Recommendations^a

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Enhance Emergency Medical Services	↑	Enhanced oversight and evaluation of clinical care, response time and operational performance	1.0	—	—
Modify Public Health Laboratory	↑	Increased effective and efficient care to clients	—	—	—
Enhance Center for Infectious Disease	↑	Increased effective and efficient care to clients	1.0	—	—
Augment HIV and STD Prevention and Control Program	↑	Improved STD and HIV reporting and documentation	1.0	—	—
Increase Hepatitis B Services and Supplies	●	No impact on client services	—	—	—
Enhance Public Health Pharmacy	↑	Increased direct patient care pharmacist services	1.0	—	—
Enhance Women Infants and Children Program	↑	Improve patient experience and health outcomes	—	—	—
Augment Assessment and Planning	↑	Address health disparities and improve population health outcomes	1.0	—	—
Allocate Funding for Social Marketing Health Communications	↑	Provide important health messages to the community	—	—	—
Adjust Chronic Disease and Injury Prevention Services	↑	Increase the number of healthy life years and decrease childhood obesity and chronic diseases	1.0	—	—
Establish Surplus Drug Distribution Pharmacy	↑	Enhanced patient access to prescriptions	—	—	\$90,000
Maintain Small Community Transformation Program	●	No impact on client services	—	\$126,832	—
Maintain Nutrition Education and Obesity Prevention Program	●	No impact on client services	—	(\$6,750)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

a. The first 10 recommendations are budget neutral and shift historically underexpended service and supply funding to positions.

↑ Enhance Emergency Medical Services

Recommended Action: Allocate \$260,000 to fund the addition of two 0.5 FTE positions in FY 2015. The specific job classification for the new positions is to be determined by the Employee Services Agency Human Resources Department. Add 1.0 FTE Epidemiologist II, 1.0 FTE EMS Specialist, and delete 1.0 FTE vacant Health Care Program Analyst. Reduce contract services in the amount of \$260,490 and increase fees in the amount of \$143,229 to offset the additional costs of the positions.

Service Impact: The Epidemiologist II position will provide data and analysis duties, increased technical analyses and data surveillance. The position will be funded by Emergency Medical Services (EMS), but will reside in the Public Health Assessment and Planning program to be able to draw from the Epidemiologist team, with oversight from the Senior Epidemiologist. The position will provide the EMS Agency with the ability to better evaluate clinical care, response time and operational performance within the EMS System.



The EMS Specialist will assume the duties and responsibilities of the Resource Allocation Program (RAP) Coordinator. Funded by the EMS Trust Fund, this position will identify EMS delivery models that will reduce costs, improve patient satisfaction, and improve clinical care.

The addition of two part-time EMS Medical Directors will provide the EMS Agency with the ability to address new state regulations involving cardiac, pediatric and stroke centers. The positions will also provide sufficient physician oversight in a complex EMS system. The Department is currently using a contracted EMS Medical Director, but due to the ongoing nature of the position, a permanent solution is warranted. The new positions will be offset by a decrease in contract expenses.

The EMS Specialist position will transfer from the Homeland Security Grant Program, resulting in a reduction of contract services. Homeland Security grant funding has been decreasing each fiscal year, and an increase in fees for ambulance, fire apparatus and training programs will offset the costs of the position. Removing the position fully from the grant will allow EMS to focus efforts on increased communications, training and medical/health emergency management.

Net Positions Added: 1.0 FTE

Positions Added: 2.0 FTE
Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$0

Increased ongoing cost of \$403,719 for new positions will be completely offset by a reduction in appropriations for Contract Services in the amount of \$260,490 and an increase in revenue in the amount of \$143,229

↑ Modify Public Health Laboratory

Recommended Action: Add 1.0 FTE Medical Lab Assistant III/II, delete 1.0 FTE vacant Office Specialist III (OS III) and increase contract services in the amount of \$1,857 to reallocate the difference in adding a lower cost position.

Service Impact: The addition of a Medical Lab Assistant III/II will provide greater support and flexibility for all positions in the laboratory, and will meet the surge capacity and Continuity of Operations Plan requirements in the event of an emergency. The position

will provide support to clerical staff, courier staff and technical staff thereby allowing for more timely, effective and efficient care to clients.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE
Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$0

The difference in the two positions results in a savings of \$1,857, which will be reallocated to contract services.

↑ Enhance Center for Infectious Disease

Recommended Action: Add 1.0 FTE Office Management Coordinator and reduce contract services in Public Health Administration to offset the cost of the new position.

Service Impact: There are seven programs within the Center for Infectious Disease, which include 15 clerical staff positions. The positions have varying tasks of data entry, registration, cash collection, client charts, ordering and timekeeping. The new Office Management Coordinator will develop standardized policies and procedures, cross-train and provide oversight to clerical staff. The position will report to the Public Health Nurse Manager II in Infectious Disease, but will partner with all other managers in the Division to ensure quality.

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Increased ongoing cost of \$106,633 for new position is completely offset by a reduction in appropriations for services and supplies.

↑ Augment HIV/STD Prevention and Control Program

Recommended Action: Add 1.0 FTE Health Services Representative and reduce services and supplies to offset the cost of the new position.

Service Impact: The new position will support the staff assigned to surveillance, including: entry and retrieval of sexually transmitted disease (STD) and human immunodeficiency virus (HIV) case and laboratory reports, preparation and maintenance of associated records, client appointment scheduling, answering phones and responding to inquiries regarding STD and/or HIV disease reporting. The augmentation will

provide enhanced assistance with referrals and completion of applicable documentation for both clients and clinicians.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0

Increased ongoing cost of \$81,719 for new position is completely offset by a reduction in appropriations for services and supplies.

● Increase Hepatitis B Services and Supplies

Recommended Action: Increase mileage and services and supplies for the Hepatitis B Coordinator.

Service Impact: A Hepatitis B Coordinator (Health Planning Specialist III) was added in the FY2014 budget, however no mileage or other expenses were added to support this position.

Ongoing Net Cost: \$0

Increased ongoing cost of \$15,000 is completely offset by a reduction in appropriations for services and supplies.

↑ Enhance Public Health Pharmacy

Recommended Action: Add 1.0 FTE Pharmacist Specialist and services and supplies, offset by increased Medicare revenue.

Service Impact: The new pharmacist specialist will meet the growing demand of medication-related expertise. The position will increase direct patient care pharmacist services, increasing pharmacy revenue.

Background: Valley Care patient prescriptions, which were cost transferred to Santa Clara Valley Medical Center Outpatient Pharmacy in the past, will now (effective January 1, 2014 due to the Affordable Care Act) be converted to Santa Clara Family Health Plan and Blue Cross Managed Care prescription claims. The claims will generate new revenue for the Pharmacy.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0

Increased ongoing cost of \$217,744 for new position and related office expenses is completely offset by an increase in Medicare Revenue.

↑ Enhance Women Infants and Children Program

Recommended Action: Adjust the following positions, and reallocate the remaining funds to operating expenses.

Summary of Position Changes

Classification	FTE	Cost/Savings
Office Management Coordinator	1.0	\$106,633
Public Health Nutrition Associate	1.0	\$87,281
Public Health Nutritionist	-1.0	(\$111,353)
Public Health Nutrition Associate	-0.5	(\$49,338)
Public Health Nutrition Associate	-0.5	(\$43,641)
Total	0.0	\$10,418

Service Impact: The Women Infants and Children (WIC) Program operates five days per week at seven sites throughout the County. There are two managers who supervise over 40 staff, consisting of clerical, Public Health Nutritionists and Public Health Nutrition Associates. The additional Office Management Coordinator will supervise 12 clerical staff at the seven sites, freeing up the other two managers to oversee the 20 nutrition staff.

The addition of one Spanish-speaking, full-time Public Health Nutrition Associate and deletion of two part-time vacant Public Health Nutrition Associate positions will improve recruitment efforts and better serve the needs of the program.

Net Positions Added: 0.0 FTE

Ongoing Net Cost: \$0

Positions Added: 2.0 FTE

Positions Deleted: 2.0 FTE

The difference in the two positions results in a savings of \$10,418, which will be reallocated to operating expenses.

↑ Augment Assessment and Planning

Recommended Action: Add 1.0 FTE Health Planning Specialist III/II and reduce contract services to offset the cost of the new position.

Service Impact: In FY2013, the Assessment and Planning division contracted with consultants to plan and manage the development of a community health improvement plan to meet national public health accreditation standards. A permanent Health Planning Specialist III/II is now required to coordinate the

implementation, monitoring and evaluation of the comprehensive plan and coordinate the plan with existing internal and external efforts. The plan will address health disparities and improve population health outcomes.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0

Increased ongoing cost of \$114,144 for new position and is completely offset by a reduction in contract services.

↑ Allocate Funding for Social Marketing Health Communications

Recommended Action: Increase contract services for social marketing and reduce services and supplies in Public Health Administration to offset the cost of media.

Service Impact: The Department has determined public health priorities with large-scale impact on health, and with known, effective strategies to address them. The Department has designed strategies to widely distribute the health messages of each. A social marketing campaign will be designed around one of the topics.

Ongoing Net Cost: \$0

Increased ongoing cost of \$90,000 is completely offset by a reduction in appropriations for services and supplies.

↑ Adjust Chronic Disease and Injury Prevention Services

Recommended Action: Add 2.0 FTE and delete 1.0 FTE, and decrease contracts to offset the cost of additional positions.

Summary of Position Changes

Classification	FTE	Cost/Savings
Health Planning Specialist III	1.0	\$114,144
Health Planning Specialist III	1.0	\$114,144
Health Education Specialist	-1.0	(\$139,776)
Total	1.0	\$88,512

Service Impact: The requested position changes are due to changes in grant deliverables and priorities, resulting in an increase in the number of healthy life years and a decrease in childhood obesity and chronic diseases.

One of the new Health Planning Specialist III positions will be a project leader and specialist for the Tobacco Prevention and Control grant. This position will perform research and analysis of data to meet the scope

of work requirements; develop and prepare presentations and reports; and liaise with the State Tobacco Control Branch.

The other position will facilitate and lead the planning efforts required to develop and implement the County Nutrition Action Plan, a plan focused on obesity prevention and food security strategies that support the CalFresh eligible population. The position will also coordinate the planning efforts of the staff working on community-based nutrition education and environmental change strategies to ensure communication, integration and quality assurance.

Net Positions Added: 1.0 FTE

Positions Added: 2.0 FTE
 Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$0

Increased ongoing cost of \$88,512 for new positions is completely offset by a reduction in appropriations for contract services.

↑ Establish Surplus Drug Distribution Pharmacy

Recommended Action: Allocate one-time funds to establish a dedicated space to operate the Surplus Drug Distribution Pharmacy.

Service Impact: The establishment of a dedicated space to operate the program will enhance patient access and allow the program to dispense an estimated 30,000 prescriptions to County residents per year. In addition, since there is no processing through insurance payers or cash collection, patient wait time will be significantly decreased to obtain prescriptions at this pharmacy.

Background: The Surplus Drug Distribution program was established under SB 798. This program receives unopened medications that are evaluated by a Pharmacist to be appropriate for re-distribution back to low-income or uninsured individuals who face a financial barrier to obtaining prescription drugs. Under this program the patient pays no fees for the medication. The free "cost" of these medications is estimated to save County residents approximately \$960,000 per year.

One-time Cost: \$90,000

● Maintain Small Community Transformation Program

Recommended Action: Reduce grant revenue and maintain current program, which includes 1.0 FTE Public Health Community Specialist and 1.0 FTE Prevention Program Analyst.

Service Impact: The Program currently targets neighborhoods highly impacted by obesity, tobacco use and violence. The maintenance of the program will allow for continued efforts to prevent chronic disease and promote social and community wellness, while preventing violence.

Background: The initial funding for this program was granted by the Centers for Disease Control and Prevention and will end in September of 2014.

Reduced Ongoing Revenue: \$126,832

● Maintain Nutrition Education and Obesity Prevention Program

Recommended Action: Maintain the current program, which includes 0.50 FTE Public Health Nutritionist

Service Impact: This recommendation will fund the existing position to sustain and expand the Childhood Feeding Collaborative work through trainings, integration of nutrition messages into health and childcare systems and through various social marketing. Although grant funding has expired, only a small reduction in services and supplies is recommended.

Background: During FY 2014, the Health Trust awarded a one year grant of \$45,155 to support and expand Childhood Feeding Collaborative work throughout Santa Clara County. The grant funding will expire in June 2014 and revenue has been removed from the FY 2015 base budget.

Ongoing Savings: \$6,750

Public Health— Budget Unit 410 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 144,250	\$ —	—
041011	Administration Fund 0001	17,268,389	18,420,282	17,704,457	17,672,669	(747,613)	-4.1%
041012	Central Services Fund 0001	38,035,870	46,835,322	49,409,669	49,588,193	2,752,871	5.9%
041013	Support Services Fund 0001	6,267,668	7,192,576	7,008,845	7,318,807	126,231	1.8%
041014	Ambulatory Care Fund 0001	5,644	357,523	549,213	549,213	191,690	53.6%
041015	Emergency Medical Services Fund 0001	6,443,882	6,256,855	6,008,160	6,031,810	(225,045)	-3.6%
041016	Region #1 Fund 0001	1,675,312	3,419,075	428,876	429,246	(2,989,829)	-87.4%
041017	Region #2 Fund 0001	7,312,014	7,087,417	7,654,303	7,659,293	571,876	8.1%
041018	Region #3 Fund 0001	366	—	—	—	—	—
041019	Region #4 Fund 0001	737	176	—	—	(176)	-100.0%
041020	Region #5 Fund 0001	314,468	332,399	340,058	340,058	7,659	2.3%
041021	Region #6 Fund 0001	1,539	891	—	—	(891)	-100.0%
Total Net Expenditures \$		77,470,141	90,046,766	89,247,831	89,733,539	(313,227)	-0.3%



Public Health— Budget Unit 410 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 144,250	\$ —	—
041011	Administration Fund 0001	17,869,625	18,689,377	18,055,622	18,023,834	(665,543)	-3.6%
041012	Central Services Fund 0001	40,333,390	48,540,679	51,053,143	51,231,667	2,690,988	5.5%
041013	Support Services Fund 0001	6,531,403	7,413,064	7,230,021	7,539,983	126,919	1.7%
041014	Ambulatory Care Fund 0001	5,644	357,523	549,213	549,213	191,690	53.6%
041015	Emergency Medical Services Fund 0001	6,685,892	6,407,502	6,158,807	6,182,457	(225,045)	-3.5%
041016	Region #1 Fund 0001	1,762,214	3,419,075	534,270	534,640	(2,884,435)	-84.4%
041017	Region #2 Fund 0001	7,331,806	7,087,417	7,654,303	7,659,293	571,876	8.1%
041018	Region #3 Fund 0001	366	—	—	—	—	—
041019	Region #4 Fund 0001	737	176	—	—	(176)	-100.0%
041020	Region #5 Fund 0001	314,468	332,399	340,058	340,058	7,659	2.3%
041021	Region #6 Fund 0001	1,539	891	—	—	(891)	-100.0%
Total Gross Expenditures		\$ 80,981,334	\$ 92,392,353	\$ 91,719,687	\$ 92,205,395	\$ (186,958)	-0.2%

Public Health— Budget Unit 410 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 49,656,733	\$ 55,280,084	\$ 58,083,542	\$ 59,063,738	\$ 3,783,654	6.8%
Services And Supplies	31,100,522	36,968,019	33,491,895	32,997,407	(3,970,612)	-10.7%
Fixed Assets	79,829	—	—	—	—	—
Operating/Equity Transfers	144,250	144,250	144,250	144,250	—	—
Total Gross Expenditures	\$ 80,981,334	\$ 92,392,353	\$ 91,719,687	\$ 92,205,395	\$ (186,958)	-0.2%
Expenditure Transfers	(3,511,193)	(2,345,587)	(2,471,856)	(2,471,856)	(126,269)	5.4%
Total Net Expenditures	\$ 77,470,141	\$ 90,046,766	\$ 89,247,831	\$ 89,733,539	\$ (313,227)	-0.3%

Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
2903	Vital Reg Fund 0022	\$ 63,726	\$ 144,250	\$ 144,250	\$ 144,250	\$ —	—
041011	Administration Fund 0001	7,015,940	7,086,535	3,011,588	3,011,588	(4,074,947)	-57.5%
041012	Central Services Fund 0001	31,468,260	35,921,429	35,355,155	35,228,323	(693,106)	-1.9%
041013	Support Services Fund 0001	6,933,519	7,304,155	7,386,300	7,604,044	299,889	4.1%
041015	Emergency Medical Services Fund 0001	5,762,116	5,612,798	5,573,762	5,716,991	104,193	1.9%
041016	Region #1 Fund 0001	1,541,486	3,061,552	—	—	(3,061,552)	-100.0%
041017	Region #2 Fund 0001	55,154	102,000	102,000	102,000	—	—
Total Revenues		\$ 52,840,201	\$ 59,232,719	\$ 51,573,055	\$ 51,807,196	\$ (7,425,523)	-12.5%



Public Health— Budget Unit 410

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - Federal	\$ 18,297,156	\$ 22,849,614	\$ 18,533,237	\$ 18,624,149	\$ (4,225,465)	-18.5%
Other Financing Sources	5,829,051	6,474,112	6,205,122	6,348,351	(125,761)	-1.9%
Charges For Services	3,746,884	3,929,956	4,019,956	4,019,956	90,000	2.3%
Aid From Government Agencies - State	22,806,079	24,909,837	21,670,540	21,670,540	(3,239,297)	-13.0%
Licenses, Permits, Franchises	854,894	747,200	822,200	822,200	75,000	10.0%
Fines, Forfeitures, Penalties	468,039	322,000	322,000	322,000	—	—
Revenue From Other Government Agencies	838,096	—	—	—	—	—
Total Revenues	\$ 52,840,201	\$ 59,232,719	\$ 51,573,055	\$ 51,807,196	\$ (7,425,523)	-12.5%

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 2014 Approved Budget	—	\$ 144,250	\$ 144,250
Board Approved Adjustments During FY 2014	—	—	—
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 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 144,250	\$ 144,250

Administration Fund 0001 — Cost Center 041011

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	54.5	\$ 18,420,282	\$ 7,086,535
Board Approved Adjustments During FY 2014	-3.0	(1,235,854)	(1,954,765)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	128,869	—
IntraCounty Adjustments	—	603,136	—



Administration Fund 0001 — Cost Center 041011

Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	(211,976)	(2,120,182)
Subtotal (Current Level Budget)	50.0	\$ 17,704,457	\$ 3,011,588

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 5,081	\$ —
Decision Packages			
Allocate Funding for Social Marketing Health Communications	—	—	—
Enhance Center for Infectious Disease	—	(106,633)	—
Augment HIV/STD Prevention and Control Program	—	(36,755)	—
Increase Hepatitis B Services and Supplies	—	(15,000)	—
Enhance Emergency Medical Services	1.0	121,519	—
Augment Assessment and Planning	1.0	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ (31,788)	\$ —
Recommended Budget	52.0	\$ 17,672,669	\$ 3,011,588

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 2014 Approved Budget	272.5	\$ 46,835,322	\$ 35,921,429
Board Approved Adjustments During FY 2014	3.0	1,225,257	2,093,712
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.5	2,891,891	—
IntraCounty Adjustments	—	(278,072)	—
Other Adjustments	—	(1,264,729)	(2,659,986)
Subtotal (Current Level Budget)	279.0	\$ 49,409,669	\$ 35,355,155

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 26,886	\$ —
Decision Packages			
Maintain Small Community Transformation Program	—	—	(126,832)
Adjust Chronic Disease and Injury Prevention Services	1.0	—	—
Maintain Nutrition Education and Obesity Prevention Program	—	(6,750)	—
Augment HIV/STD Prevention and Control Program	1.0	36,755	—
Enhance Center for Infectious Disease	1.0	106,633	—
Increase Hepatitis B Services and Supplies	—	15,000	—
Enhance Women Infants and Children Program	—	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 178,524	\$ (126,832)
Recommended Budget	282.0	\$ 49,588,193	\$ 35,228,323



Support Services Fund 0001 — Cost Center 041013 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	20.5 \$	7,192,576 \$	7,304,155
Board Approved Adjustments During FY 2014	—	(457,855)	(7,855)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	174,556	—
IntraCounty Adjustments	—	19,974	—
Other Adjustments	—	79,594	90,000
Subtotal (Current Level Budget)	20.5 \$	7,008,845 \$	7,386,300
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	2,218 \$	—
Decision Packages			
Enhance Public Health Pharmacy	1.0	217,744	217,744
Establish Surplus Drug Distribution Pharmacy	—	90,000	—
Modify Public Health Laboratory	—	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0 \$	309,962 \$	217,744
Recommended Budget	21.5 \$	7,318,807 \$	7,604,044

Ambulatory Care Fund 0001 — Cost Center 041014 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	1.0 \$	357,523 \$	—
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	175,416	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	16,274	—
Subtotal (Current Level Budget)	2.0 \$	549,213 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	2.0 \$	549,213 \$	—



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 2014 Approved Budget	24.0 \$	6,256,855 \$	5,612,798
Board Approved Adjustments During FY 2014	—	(156,643)	(105,036)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(177,643)	—
IntraCounty Adjustments	—	9,396	—
Other Adjustments	—	76,195	66,000
Subtotal (Current Level Budget)	21.0 \$	6,008,160 \$	5,573,762
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	1,940 \$	143,229
Decision Packages			
Enhance Emergency Medical Services	—	21,710	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	23,650 \$	143,229
Recommended Budget	21.0 \$	6,031,810 \$	5,716,991

Region #1 Fund 0001 — Cost Center 041016 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	10.0 \$	3,419,075 \$	3,061,552
Board Approved Adjustments During FY 2014	-4.5	(2,846,841)	(3,061,552)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(121,926)	—
IntraCounty Adjustments	—	(4,814)	—
Other Adjustments	—	(16,618)	—
Subtotal (Current Level Budget)	3.5 \$	428,876 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	370 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	370 \$	—
Recommended Budget	3.5 \$	429,246 \$	—



Region #2 Fund 0001 — Cost Center 041017
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	50.5	\$ 7,087,417	\$ 102,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	661,643	—
IntraCounty Adjustments	—	29,582	—
Other Adjustments	—	(124,339)	—
Subtotal (Current Level Budget)	52.5	\$ 7,654,303	\$ 102,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 4,990	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,990	\$ —
Recommended Budget	52.5	\$ 7,659,293	\$ 102,000

Region #4 Fund 0001 — Cost Center 041019
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 176	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(176)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



Region #5 Fund 0001 — Cost Center 041020
Major Changes to the Budget

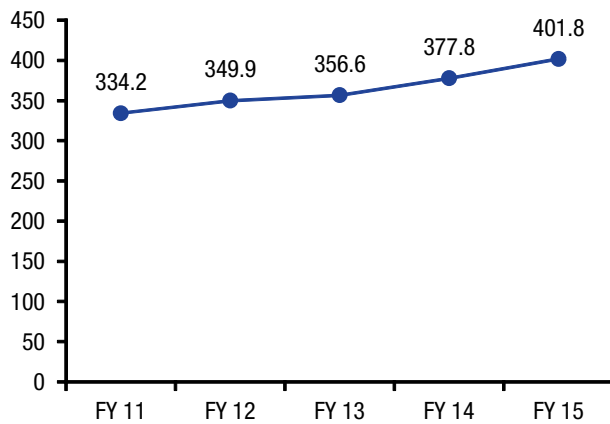
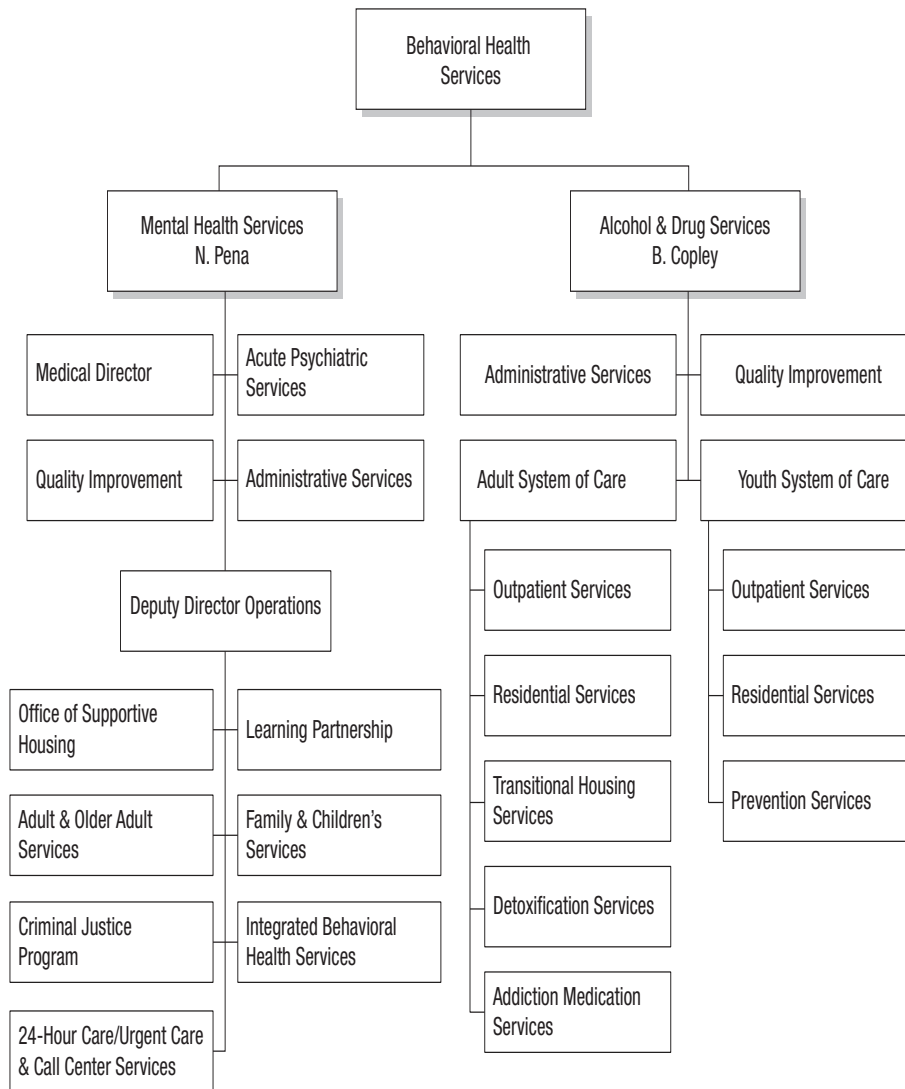
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 332,399	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	7,622	—
Other Adjustments	—	37	—
Subtotal (Current Level Budget)	—	\$ 340,058	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 340,058	\$ —

Region #6 Fund 0001 — Cost Center 041021
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 891	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(891)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —

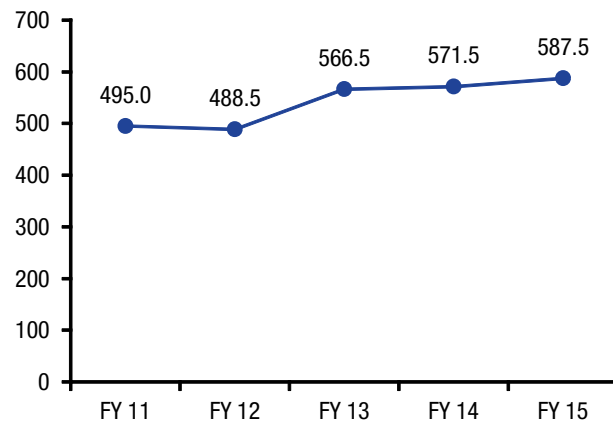


Behavioral Health Services



Gross Appropriation Trend

Data reflects July 1 appropriation level for each fiscal year for the Mental Health Department, the Department of Alcohol & Drug Services, and the Office of Affordable Housing.



Staffing Trend

Data reflects July 1 staffing level for each fiscal year for the Mental Health Department, the Department of Alcohol & Drug 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

At the direction of the Board of Supervisors and the County Executive, with sponsorship from the Deputy County Executive for the Santa Clara Valley Health & Hospital System (SCVHHS), the departments of Alcohol and Drug Services (DADS) and Mental Health (MHD) are in the process of merging into the new Department of Behavioral Health Services (DBHS). The planning has involved consultations with a range of internal and external stakeholders through a coordinated process of work group efforts guided by a Steering Committee. It has been supported by an Executive and Division Directors Group comprised of senior leaders from the MHD and the DADS. The Employee Services Agency will establish the job classification for the new Director of Behavioral Health Services prior to the end of Fiscal Year 2014.

The merging of the formerly separate departments is based on research that shows that when patients of health care systems have access to a continuum of primary care-based behavioral health services, in addition to an array of specialty recovery-oriented services and supports, health outcomes are improved, mental health/substance abuse disorder (MH/SUD) recovery is enhanced, clients are more engaged in and satisfied with care, and costs are lower. When this continuum of supports is further anchored in a health care system that offers public health strategies, which

promote healthy communities, healthy lifestyles, and access to robust preventative care across the lifespan, the promise of “Better Health for All” is more likely to be realized.

The three core service areas of the DBHS include: Alcohol and Drug Services, Mental Health Services, and the Office of Supportive Housing.

Alcohol and Drug Services

The mission of Alcohol and Drug Services is to operate a seamless Continuum of Care for the prevention and treatment of substance abuse problems in Santa Clara County that is accountable for its services and appropriate for its diverse population.

In FY 2013, there were 8,584 admissions to alcohol and drug treatment services: detoxification services, outpatient, residential, and addiction medication services. Alcohol and Drug Services operates its System of Care under Managed Care principles, which refer 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. Alcohol and Drug Services' staff manages all phases of treatment as clients move through the continuum of services with the goal of returning clients to a stable life in the community.

Substance abuse treatment is provided through a network of over 20 County and community-based treatment providers. Community-based providers offer detox, residential and outpatient treatment, and transitional housing services to Alcohol and Drug Services' clients. Transitional housing provides a vital component for recovery by offering clients stable, recovery-oriented housing support during outpatient treatment. Alcohol and Drug programs provide services to a diverse client population with special programs for pregnant and parenting women, parolees and other criminal justice-referred clients, the homeless, medication-assisted treatment for opiate-dependent 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). Reimbursement for Medi-Cal does not cover the actual cost of treatment for the ASOC and the YSOC.

Adult System of Care (ASOC)

Adult clients enter substance abuse treatment voluntarily or by referral from criminal justice agencies, social services, mental health services, 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 System of Care (YSOC)

The YSOC has recently developed a brief therapy model for youth and families for Valley Health Plan members that will provide much-needed services to youth and bring much-needed additional revenues to Alcohol and Drug Services. The YSOC provides treatment to adolescents through programs based in schools, the Juvenile Hall, the ranches, and community-based organizations that provide outpatient and residential treatment. In addition to substance abuse treatment, Alcohol and Drug Services also offers substance abuse prevention services. Prevention services programs focus on building coalitions to address youth substance use,

and providing evidence-based curriculums in schools and the community. Prevention also provides a local newspaper focused on substance use issues that is published quarterly, and a resource center that is open to the public. Substance abuse presentations are given by Prevention staff and contractors, and training by outside speakers is offered through the Learning Institute.

Highlights of Alcohol and Drug Services in FY 2013

1. Memorandums of Understanding are in development with Kaiser and the Veterans Administration for medication-assisted treatment services.
2. Developed the program protocol for an expanded Vivitrol medication treatment program for alcohol and opioid use disorders.
3. Implemented cross training in psychiatry and addiction medicine and therapy.
4. Expanded the Addiction Medicine Consult Service to the Emergency Department/Urgent Care, Psychiatry and Santa Clara Valley Medical Center.
5. Alcohol and Drug Services' Outpatient Offender Treatment Program (OTP) partnered with the city of San Jose to house and case manage homeless people with substance use history living in St. James Park.
6. Alcohol and Drug Services' staff continues to participate in the Leadership and Operations work groups for the implementation of AB 109 programs/services.

Profile of Alcohol and Drug Services in FY 2013

Admissions	8,584
Discharges	8,520
Percent of admissions with a diagnosis of co-occurring mental illness.	22%
Percent of clients who are homeless.	30%
Percent of clients who are disabled.	37%
Percent of clients diagnosed with communicable diseases.	18%
Percent of clients who are parents of minor children.	43%
Clients who received tests for HIV services.	306
Clients who received tuberculosis (TB) tests.	2,046
Clients who received hepatitis C virus (HCV) tests.	286
Number of calls fielded by call center.	9,100+



Client Characteristics Compared to the State of California for FY 2013

	DADS	California
Percent of clients who completed treatment.	33%	38%
Percent of all admissions who were minorities.	65.1%	49.6%
Percent of admissions that were amphetamine addicted.	42.6%	27.5%
Percent of clients referred from the Criminal Justice System.	65.2%	29.1%

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
- FIRST 5 System of Care – Developmental screening, assessment, home visitation, and therapy
- Outpatient assessment, treatment, and case management
- School-based and classroom-based mental health services and consultation
- School-based and residential day treatment
- Community-based Wraparound and Therapeutic Behavioral Services (alternatives to residential treatment)
- Full Service Partnership (FSP)
- Juvenile Hall and Ranch mental health services
- Emergency evaluation
- Mobile Crisis
- Psychiatric hospitalization.

Every effort is made by the F&C Division to ensure that children and families most in need receive services. Priority is given to children and youth with Medi-Cal and Healthy Kids insurance, and for those children identified as seriously emotionally disturbed (SED).

Prevention and Early Intervention (PEI)

On November 2, 2004, California voters passed Proposition 63, now referred to as the Mental Health Services Act or MHSA, establishing new tax revenues to expand and improve local public mental health systems. The following services and supports were made available in prior fiscal years to address the social-emotional/behavioral needs of children and families:

- Outreach and Education to Ethnically and Culturally Underserved Communities
- “Reach Out and Read” age-appropriate books to support young child development
- Nurse Family Partnership
- Positive Parenting Program (Triple P)
- Raising Early Awareness Creating Hope (REACH) Program
- Prevention and Early Intervention Services for New Refugees.

The County’s PEI plan allocates approximately \$6 million annually for services to children and youth in four geographic areas of high risk. The MHD implemented four “Investment Communities” in January 2013. In addition, the MHD implemented several one-time projects and planning processes that were consistent with and complimentary to the County’s PEI plan:

- Completion and implementation of a Suicide Prevention Strategic Plan
- Supported a Countywide initiative to revitalize the School-Linked Services program
- Implemented pilot programs in the East Side Union High School and the San Jose Unified School Districts
- Expanded school-wide academic and behavioral supports.

Child and Youth Community Behavioral Health Programs

Outpatient and school-based services are provided by both County and contract agencies in all regions of the County for children, youth, and young adults ages 0-25. In partnership with FIRST 5 Santa Clara County, the KidConnections Network is available to families with children ages 0-5 and provides developmental screening, comprehensive social-emotional/behavioral

assessments, home visitation, and therapeutic services. School-based and day treatment services are available for children ages 6 and older and provided in several school or clinic settings. Mental Health providers coordinate services offered in cooperation with the Social Services Agency and the Juvenile Division in the Probation Department.

Children’s System of Care

Santa Clara County is a Children’s System of Care County. Intensive Wraparound services are provided to Medi-Cal eligible court wards and dependents. The goals of service are to reduce out-of-home placements, maintain family and foster care stability, and eliminate the return to Juvenile Hall or psychiatric hospitalization. In addition, Full Service Partnership (FSP), a comprehensive program that combines critical core services within a Wraparound model is available to children and youth ages 0-25. The FSP program incorporates elements from the Transition to Independence Model (TIP) and includes family-centered services, mental health, and other services/supports to support the youth and family.

Intensive Services Program

Intensive Services include 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.

Adult & Older Adult Services

The Adult & Older Adult Services Division provides outpatient care and an array of specialized programs specific to the needs of Adults and older Adults with serious mental illness. Services in the Adult and Older Adult System of Care include:

- Services for Seriously Mentally Ill Adults and Older Adults
- 24-Hour Care
- Urgent Care
- Custody Specific
- Specialized Older Adult Services
- Services for Homeless Individuals.

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 contract outpatient providers offer crisis intervention, psychosocial assessments, psychiatric evaluations, case management, and treatment services; group, individual, and family therapy; as well as medication management services. These services are provided through a variety of community counseling agencies throughout Santa Clara County.

The Full Service Partnership Program serves adults 26 to 59 years of age and older adults 60 years and above. This program provides AB 34-type services that employ “whatever it takes” recovery models, methods, and interventions that are person-centered and strength-based.

24-Hour Care

The MHD oversees a residential continuum of care program that facilitates access to crisis residential services, Institutes for Mental Disease (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.

Institutes for Mental Disease 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, 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

To help older adults with mental illness live successfully within the community, the Older Adult Team works with seniors and their families to cope with typical problems that arise with aging such as depression, anxiety, relationship conflicts, and difficulties coping with loss and other life changes.

Integrated Behavioral Health Services

For the past five years, the MHD has been developing outpatient mental health services within Santa Clara Valley Medical Center ambulatory clinics. Currently, services are provided to patients of 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.

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. Also, the CWBC is a Mental Health Services Act-funded program in Santa

Clara County that provides short-term, ongoing medication, mental health services, limited case management, and benefit assistance services to individuals that are uninsured and/or who do not have the financial means to pay for services. The goal of the CWBC is to assist residents with obtaining benefits in order to link them to more extensive mental health outpatient services within Santa Clara County.

Acute Psychiatric Services 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.

Office of Supportive Housing

The Office of Supportive Housing (OSH) effectively consolidates the Office of Housing and Homeless Support Services (OHHSS) and the Office of Affordable Housing (OAH). With administrative support from the

MHD and under the general direction of the County's Chief Operating Officer, the OSH's overarching mission is to increase the supply of housing and supportive housing that is affordable and available to extremely low-income and/or special needs households. The OSH will work with internal and external partners to pair housing and service resources to support departmental missions and Countywide initiatives, such as the Seniors' Agenda, Frequent User Initiatives and the Community Plan to End and Prevent Homelessness.

The OSH will be organized into three sections:

The Continuum of Care Quality Improvement Unit will be responsible for monitoring, coordinating, planning for and improving homeless services throughout the County.

The Housing & Community Development section will administer County and other funds to create affordable housing units.

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 services include permanent supportive housing, transitional housing, and rapid re-housing programs.

Current and Emerging Issues

Behavioral Health Integration

To position the current Mental Health and Alcohol & Drug Services systems to respond to the changes related to Health Care Reform, and to maximize the current resources of both departments, Mental Health and Alcohol & Drug programs are in the process of integrating the two systems into a new Department of Behavioral Health Services. The Board of Supervisors approved the integration plan proposed by the two departments on January 28, 2014. The Employee Services Agency will establish the job classification for the new Director of Behavioral Health Services prior to the end of Fiscal Year 2014. The new consolidated Behavioral Health System will be implemented through a staged and phased-in process under the leadership of the new Director in collaborative partnership with staff,

community-based partners, customers, and other stakeholders. Administrative functions will be integrated first, followed by integration of the treatment system.

In the next year, both departments will be actively involved in re-engineering current services into an integrated service delivery system. The upcoming year will focus on engaging staff and managers in a collaborative effort to implement integrated services that are of high-value to clients, achieve the best outcomes, and are the most cost-effective. Drawing from effective disciplines such as Unit Based Teams, Center for Leadership and Transformation (CLT) improvement strategies, and rapid cycle process improvement initiatives, the new integrated Behavioral

Health System will seek to put in place a state-of-the-art delivery system for those with mental health, substance use, and co-occurring conditions.

Health Care Reform

As with all agencies involved in providing health services, in the next few years, Alcohol and Drug and Mental Health Services will be shaped by Health Care Reform, which will affect its reimbursement streams, integration with mental health and primary care health care systems, electronic health record keeping, and mainstreaming of substance abuse and mental health clients under the broader health care rubric.

The Santa Clara Valley Health & Hospital System (SCVHHS) is charged with responding to mandates of Federal health care legislation, specifically the Affordable Care Act (ACA), Health Information Technology for Economic & Clinical Health (HITECH) and the Mental Health Parity and Addiction Equity Act (MHPAEA). The Parity Act has not been fully implemented, as its provisions will be eventually rolled into ACA.

Changes in Medicaid and Medicare rules, in particular, will have a major impact on reimbursement for services, as the changes will render large segments of the currently ineligible population eligible for public funded or publicly subsidized insurance plans. Implementation of Mental Health Parity and Substance Abuse Equity will be required of most health plans by January 2015. The need to provide services to individuals with “mild” to “moderate” substance use and mental health issues will potentially open up new lines of business for the new behavioral health system. The challenge will be to demonstrate effectiveness in terms of intervention and cost such that other health entities will be interested in developing direct contracts with Behavioral Health Services.

Santa Clara County has participated in the Medi-Cal Waiver project. The DADS and the MHD have enrolled eligible clients into the LIHP (Low-Income Health Plan) in preparation for treatment for substance abuse disorders becoming part of the essential benefits package in the ACA and for expanded mental health benefits. Almost all LIHP members have been transitioned to Medi-Cal beginning on January 1, 2014. Alcohol & Drug Services is currently developing a utilization management team, to address the influx of new Medi-Cal eligible clients in 2014. Under Medi-Cal, patients will have ten hospitalization days available

each year to be used for substance abuse services. Alcohol & Drug Services will monitor the utilization of services and obtain authorizations for additional days through this utilization management team.

The implementation of an 1115 or 1919B waiver by the California Department of Health Care Services (DHCS) will provide increased local county control and responsibility for Drug Medi-Cal services. Over the next several years, it is anticipated that demand for behavioral health services will steadily increase with the newly covered populations. This will put severe pressure on the current system to address the new beneficiaries both for the outpatient and residential treatment systems. The challenge will be to help the non-profit providers grow with the new beneficiary population. Many of the smaller organizations have marginal internal administrative strength to take on the growth of their services. The DADS will need to work closely with the contract association in developing additional “bench strength” to take on what will be a substantial increase in service needs for the County.

New Electronic Health Record

The integrated department will be moving to a new electronic health record (EHR) system over the next 15 to 18 months. 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 ACA goals of improving service through efficient use of client data.

The new system will require dedicated IS and Behavioral Health staff to both manage the new system and provide data analysis and ongoing technical assistance as the Data Warehouse is implemented to provide interfaces between the Epic and the CoCentrix systems. The Behavioral Health Department will need to identify funds for the hiring and training of new CoCentrix qualified staff both for the IS and the Quality Assurance and Data Management teams within the integrated department.

Public Safety Realignment Program (AB 109)

California’s Realignment Program as described in AB 109 and companion legislation has brought new funding for treatment and other services for adult



reentry clients, parolees and others diverted from State prisons. Special funding was made available for specific criminal justice populations such as those released under California's AB 109 Realignment Program for FY 2011 through FY 2014. Alcohol and Drug and Mental Health Services have received realignment funds to place assessment and case management staff at the Reentry Resource Center, to fund residential treatment beds, outpatient slots, and transitional housing units. Alcohol and Drug and Mental Health Services will continue their successful partnership with several County criminal justice agencies at the Reentry Resource Center.

Drug and Alcohol Innovative Initiatives and Current Data

In spite of a challenging funding landscape, Alcohol & Drug Services has pursued a number of innovative initiatives that hold great promise for the future. Alcohol & Drug Services has been involved in developing linkages with the County's medical clinics and the hospital, with a view to greater integration of behavioral health and the primary care health care system. Alcohol & Drug Services will be co-locating addiction medicine staff at the Heart Failure Program, as 50% of patients have a co-occurring substance use disorder (methamphetamine abuse).

Addiction Medicine is also involved in the Pain Management Initiative involving several ambulatory care clinics and the Healthcare for the Homeless program. Addiction Medicine staff are also available for consultation to primary care physicians throughout the Health & Hospital System. Finally, the Addiction Medicine program has established a medical residency program with Stanford University School of Medicine to provide a rotation in addiction medicine and behavioral health care. This residency program helps prepare the future workforce of physicians to routinely provide early identification and brief intervention to their adult patients with substance use disorders.

Some emerging challenges include the influx of newly insured clients who will tax the current capacity in specific modalities such as residential treatment. Given the relative scarcity of residential treatment beds in the adult system, there is a possibility of lengthy waiting 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.

Mental Health Initiatives

Primary Care Behavioral Health (PCBH)

Mental Health is nearing five years in providing primary care-based behavioral health services. Currently, psychiatrists and licensed clinicians are providing services to close to 5,000 primary care patients in Santa Clara Valley Medical Center Clinics. Hundreds of underserved populations that would not have been eligible for, or would not have availed themselves of, the specialty mental health system, are now receiving service in the context of primary care settings. In the coming year, these services will be expanded into pediatric settings, and the supporting infrastructure will be formalized, providing a solid model of integrated behavioral health care for SCVMC patients.

Crisis and Inpatient Services

The new Behavioral Health leadership will need to examine the rising cost of psychiatric emergency and inpatient care. This includes such concerns as 24-hour psychiatric staffing resources, Santa Clara Valley Medical Center licensing and regulatory requirements, care coordination with community-based services, and utilization management. Through initiatives such as Partnership for Patients (PfP) and Pay for Success (PFS), new and innovative strategies that reduce crises and inpatient readmissions through more effective care coordination, care transition and procurement strategies will be explored.

In addition, alternative models of crisis service delivery will be implemented through the addition of a Child and Adolescent Crisis Stabilization service provided in concert with mobile crisis and a 90-day transition program. This blended service of mobile, 24-hour stabilization, and 90-day intensive support is aimed at reducing the placement of children in locked institutional care, reducing readmissions, reducing cost, and increasing parent/family involvement in and satisfaction with care. These new intervention strategies are expected to provide alternative options to the current Emergency Psychiatric Services (EPS). Mental Health will be exploring the feasibility of providing "psychiatric hold" evaluation and crisis intervention programs in various geographic areas of the County. Options will be developed and presented to the Board of Supervisors through the Health and Hospital Committee (HHC) over the coming year.



School-Linked Services (SLS) Implementation

In FY 2012, the Board of Supervisors approved a plan to implement a new model of School-Linked Services (SLS). This plan is being administered by Mental Health Services. This initiative consists of a collaborative of 13 school districts and 13 service funding partners (e.g., the County MHD, the Social Services Agency, the Probation

Department, the Public Health Department, FIRST 5, United Way Silicon Valley, Healthier Kids Foundation, the City of San Jose, and other public service funders).

The plan involves implementing coordinated service delivery on school campuses and in the community to students and families of many of the highest need districts in the County.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Position to Oversee Katie A. Program	↑	The position will administer mental health screening and assessments, as well as assist with reporting requirements.	1.0	\$132,914	(\$22,152)
Increase Revenue to Support KidScope Physician Position	↑	The additional physician resource will increase patient access and timeliness.	—	—	—
Transfer Position to Mental Health Administration from SCVMC	◆	Transferring the position will align it to the appropriate job duties.	1.0	\$184,554	—
Transfer Positions to Central Wellness and Benefits Center	◆	Transferring the positions will more appropriately align the budget to where service is occurring.	4.0	—	—
Maintain Drug Wellness Court Program	◆	This action ensures continued services to clients involved in family reunification efforts despite the loss of grant revenue.	—	—	—
Eliminate Bay Area Services Network Revenue	◆	The grant funding expires in September 2014, but the County will maintain current service levels.	—	\$1,174,292	—
Implement Pay for Success Projects	↑	The funding will build capacity in the SCVHHS, as well as the nonprofit sector.	—	\$1,000,000	—
Establish Contract with Community Health Awareness Council	↑	Funding will provide counseling interventions for at-risk students at three schools.	—	\$150,000	—
Augment AB 109 Contract Services – Parolee Reentry Court	↑	The contract provides treatment services to 100 individuals annually.	—	—	—
Augment AB 109 Services – Bus Vouchers	↑	The Reentry Resource Center will provide bus tokens and bus vouchers to clients struggling with transportation needs.	—	—	—
Add AB 109 Housing Liaison Position	↑	Additional analytical and administrative support will help case managers refine current programs and monitoring.	1.0	—	—
Augment AB 109 Rental Assistance Program	↑	The program provides temporary rental assistance to clients.	—	—	—
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$775,662)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



↑ Add Position to Oversee Katie A. Program

Recommended Action: Add 1.0 FTE Mental Health Program Specialist II position to serve as the coordinator of the Katie A. Medi-Cal entitlement program.

Service Impact: The Mental Health Program Specialist II position will oversee the Katie A. program in order to meet the programmatic and State requirements of a court mandate. The Mental Health Department is responsible for providing mental health screening for children removed from the home and placed in the Department of Family and Children's Services custody. The Mental Health Department has agreed to screen and assess these youth, numbering approximately 850 each year. In addition to administering mental health screening, assessment and referral for treatment, there are several programmatic requirements as part of implementing the Core Practice Model, including developing a system of providers able to provide the core practice model to Katie A. subclass members, stakeholder and leadership forums, as well as data collection and biannual State reports due to the California Department of Health Care Services and California Department of Social Services.

Background: As part of a State Public Interest lawsuit (Katie A. v. Bonta), the Mental Health Department is required to work in partnership with the Department of Family and Children's Services to ensure that a comprehensive and seamless system of care (Core Practice Model) is available to those identified as subclass members per the lawsuit.

Positions Added: 1.0 FTE

Ongoing Cost: \$132,914

One-time Savings: \$22,152

2-months salary savings reflecting time for recruitment

↑ Increase Revenue to Support KidScope Physician Position

Recommended Action: Increase Medi-Cal revenue to cover the additional cost of 0.5 FTE Developmental Pediatrician position for the KidScope program.

Service Impact: The position costs will be assigned to the Santa Clara Valley Medical Center budget and be reimbursed by the Mental Health Department. Recent turnover has created the opportunity to increase the

physician staffing from 1.5 FTEs to 2.0 FTEs to increase patient access/timeliness and increase overall service levels. The additional cost will be offset by additional Medi-Cal revenue generated by the additional physician visits provided by the enhanced resource.

Background: The Mental Health KidScope program provides multidisciplinary developmental assessments, which include developmental pediatrician, psychologist, occupational/speech therapist, and mental health clinician components. Follow up therapy and home visitation services are provided by contracted community-based organizations. The program is funded by FIRST 5 and the Mental Health Services Act, as well as Medi-Cal and Early Periodic Screening Diagnosis and Treatment revenues. Over 750 clients were seen in FY 2013.

Ongoing Net Cost: \$0

Ongoing Revenue: \$174,801

Ongoing Reimbursement to SCVMC: \$174,801

Position costs budgeted in Santa Clara Valley Medical Center

◆ Transfer Position to Mental Health Administration from SCVMC

Recommended Action: Transfer 1.0 FTE Health Services Representative (HSR) position to Mental Health Administration and reimburse the Santa Clara Valley Medical Center (SCVMC) for another reassigned HSR position.

Service Impact: Two Health Services Representative positions that have been temporarily assisting Patient Business Services (PBS) need to be reassigned to other duties as their classification is not appropriate for PBS work. One position will be reassigned to the Barbara Arons Pavilion and budgeted in the SCVMC. The MHD will reimburse the SCVMC for the cost of this position. The other position will be reassigned to Mental Health Administration.

Positions Added: 1.0 FTE

Ongoing Cost: \$184,554

See Santa Clara Valley Medical Center for corresponding transactions

◆ Transfer Positions to Central Wellness and Benefits Center

Recommended Action: Transfer positions, as well as the corresponding Services and Supplies budget of \$122,877, from the Santa Clara Valley Medical Center

budget to the Mental Health Department budget. This action will require deletion of the positions in the Santa Clara Valley Medical Center and the addition of new positions in the Mental Health Department.

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Psychiatric Social Worker II	1.0	\$122,089
Psychiatric Social Worker I	1.0	\$126,951
Senior Health Services Representative	1.0	\$100,328
Health Services Representative	1.0	\$92,025
Total	4.0	\$441,393

Service Impact: The Mental Health Specialty Assessment Center (MHSAC) was established in FY2008 as a program assisting clients to access financial and other benefit programs. At this point, the majority of the staff have been integrated into the Central Wellness and Benefits Center (CWBC) which was established in FY2009 to accomplish similar benefits securement, as well as brief treatment. The Department proposes to bring the four staff now working in the CWBC over to the Mental Health budget.

Positions Added: 4.0 FTE
Ongoing Net Cost: \$0

See Santa Clara Valley Medical Center for corresponding transactions

◆ Maintain Drug Wellness Court (DWC) Program

Recommended Action: Utilize savings from contract services to fund the ongoing costs for two existing positions, 1.0 FTE Marriage & Family Therapist I (MFT) position and a 0.5 FTE Rehabilitation Counselor position, as well as the corresponding Services and Supplies budget, after the Substance Abuse Mental Health Services Administration (SAMHSA) grant expires September 30, 2014.

Service Impact: The MFT carries a caseload of 25 pregnant or parenting women who are involved in family reunification efforts. All of the clients served by this position are directly referred by the DWC and all are involved with the Department of Family and Children's Services. The women in this court are in danger of losing custody of their children due to their substance abuse problems. Annually, the MFT provides service to approximately 50-60 women. Services include, but are not limited to: individual and group counseling, skill building groups such as parenting, healthy

relationships; Seeking Safety trauma groups; child development classes; and developing coping skills other than using drugs/alcohol.

The Rehabilitation Counselor is assigned to the DWC and is part of the court team. This position spends several days a week actually sitting in court proceedings being immediately available to assess all clients (both male and female) that appear before the DWC judges. Having immediate access to assessment and treatment referral is critical given that there is a time clock for how long these parents have to work on getting custody of their children before adoption/foster care is the only option. In addition, they work closely with the social worker and the parents' attorneys to make sure that the client is following through on the case plan outlined by the court. Without having an assessor present in the court, these parents would have to line up with all the other people calling the DADS' Gateway.

Background: In FY2013, 39 women from DWC were admitted to DADS' Perinatal Substance Abuse Treatment. Of those discharged, 41% successfully completed treatment.

Ongoing Net Cost: \$0

Ongoing Cost: \$202,835

Ongoing Reduction in Services and Supplies: \$202,835

◆ Eliminate Bay Area Services Network Revenue

Recommended Action: Eliminate the Bay Area Services Network (BASN) revenue.

Service Impact: At the State level, the decision has been made to end funding for the Parole Services Network, known in the Bay Area as BASN effective June 30, 2014. The County will maintain the 13.5 residential beds, the 16.5 transitional housing unit (THU) beds, and the 114 outpatient slots that would otherwise be lost when the BASN funding is terminated. BASN parolees will become part of the general criminal justice treatment services population.

Background: Currently, there are two Community Worker positions to case manage the clients. In FY 2013, 405 BASN parolees were admitted into the DADS' treatment system. Of those discharged, 27% successfully completed treatment.

Ongoing Cost: \$1,174,292

↑ Implement Pay for Success Projects

Recommended Action: Allocate \$1 million in ongoing funding to prepare for the implementation of pay for success (PFS) projects.

Service Impact: The funding will expand capacity in the Santa Clara Valley Health & Hospital System to accommodate the needs of the homeless that are ultimately housed, as well build capacity in the nonprofit sector.

The following components and estimated allocations are recommended for FY 2015:

- Improving the referral infrastructure for enrolling chronically homeless individuals into the pay for success (PFS) project and related programs – \$100,000.
- Increasing the capacity of the Valley Homeless Healthcare program to support PFS projects. While the lead agencies for the two PFS projects will be responsible for outcomes and services, the projects will rely on parts of the County's health care safety net for specific services provided to indigent clients – \$400,000.
- Providing training to nonprofit organizations through the Silicon Valley Council of Nonprofits to increase capacity and the effectiveness of community-based organizations (CBOs) as service providers – \$150,000.
- Removing barriers to data collection, reporting, and care coordination to facilitate program evaluation – \$150,000.
- Funding a one-quarter ramp-up period for the PFS project regarding chronic homelessness to test referral, data collection, reporting, and care coordination protocols in advance of the PFS project launch. The ramp-up will include the lead agency

and subcontracted service provider(s) receiving referrals and serving at least 20 clients in the final quarter of FY 2015 – \$200,000.

Background: In August 2013, the Board of Supervisors approved \$75,000 in a partnership with the Sobrato Foundation and the Community Foundation of Silicon Valley to implement two pay for success projects. Pay for success has great potential as a contracting mechanism that focuses on outcomes instead of outputs and can attract new, external resources to address our community's most difficult social problems.

The County is currently working on two pilot PFS projects, one focusing on homelessness and one focusing on acute mental health services. The County is utilizing the "dual-path" approach. In the case of the homelessness project, the County will commit to making "success" payments from the General Fund as it is very difficult to generate cashable savings in addressing the homelessness issue, but the outcome is important enough to invest in. In the case of the acute mental health project, the Administration believes that a combination of savings and new revenues will be adequate to make the success payments.

Ongoing Cost: \$1,000,000

↑ Establish Contract with Community Health Awareness Council

Recommended Action: Establish a contract in the amount of \$150,000 per year with the Community Health Awareness Council (CHAC) for Fiscal Year 2015 and FY 2016 to provide counseling interventions for at-risk students at three schools with concentrated need.

Service Impact: The CHAC will deploy a broad array of strategies to serve 60 Castro Elementary School students and 140 Crittenden Middle School students to reduce the risk of students dropping out when they get to high school. The CHAC will offer both individual and group counseling for students and parents, teacher training and support, and a variety of other school-based activities. At Alta Vista High School, the continuation school serving the Mountain View-Los Altos High School District, The CHAC will provide counseling services for 20 high-risk students and 20 pregnant students. Among the services available to high-risk students will be individual, group, and family

counseling; drug/alcohol counseling; life skills and peer leadership training; and case management. Pregnant students will have access to individual and family counseling, as well as support groups, with the goal of graduation and enrollment in college level courses.

Ongoing Cost: \$150,000

For FY 2015 and FY 2016 only

↑ Augment AB 109 Contract Services – Parolee Reentry Court

Recommended Action: Augment contract service levels for AB 109 Parolee Reentry Services.

Service Impact: The Parolee Reentry Court program is essential to the County's efforts to reduce recidivism through the reentry court portal as many parolees channeled through the judicial process struggle with substance abuse and mental health issues. In fact, 72 percent of offenders released from prison have substance abuse problems and 32 percent were originally committed to prison for drug-related offenses. Approximately 16 percent of released prisoners had significant mental health issues. Parolees with mental health issues are more likely than other parolees to face revocation, with a 70 percent higher risk of committing technical violations, and a 36 percent higher risk of committing all types of parole violations. Seventy-seven percent of those classified as having the highest level of mental health needs while in prison return within three years after release. Parolees often lack basic resources which aid in successful community reentry.

Additionally, this program is uniquely supported by an interdisciplinary team led by a Superior Court Judge. The team includes a defense attorney, a prosecutor, a parole agent or probation officer, clinicians from Mental Health Services, and the Department of Alcohol and Drug Services, and community-based treatment providers who link parolees to a wide range of social services, including drug treatment, transitional employment and vocational services, health care and mental health treatment.

Currently, Gardner Family Care Corporation provides treatment services to 100 individuals annually with dual-diagnoses mental health service referred by the Parolee Reentry Court. Funding for this service is partially offset with an ongoing allocation of \$100,000 in AB 109 funds and a one-time allocation of \$100,000 in

AB 109 funds approved by the Board at the FY 2014 Mid-year Budget Review. Providing \$100,000 in one-time funding will allow the Parolee Reentry Court program to continue for a full year.

One-time Cost: \$100,000

One-time cost is offset by a Transfer-in from the AB 109 Fund

↑ Augment AB 109 Services – Bus Vouchers

Recommended Action: Augment funding levels to supply bus vouchers to AB 109 clients.

Service Impact: Transportation continues to be a critical need to improve the outcomes for the clients that request service from the Multi-Agency Program and the Custodial Alternative Supervision Unit (CASU) 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.

One-time Cost: \$30,000

One-time cost is offset by a Transfer-in from the AB 109 Fund

↑ Add AB 109 Housing Liaison Position

Recommended Action: Add 1.0 FTE Unclassified Associate Management Analyst A/B position utilizing AB 109 one-time funds.

Service Impact: An unclassified Associate Management Analyst A/B position is needed to provide analytical, programmatic, and administrative support to the Office of Supportive Housing (OSH) to give the case managers additional time to refine policies, work with stakeholders/partners, and monitor service providers.

Background: The OSH is in the process of implementing seven new Reentry Housing Programs. Each of these programs has funding and operational partners. In addition, the OSH is making modifications to the AB 109 Supportive Shelter program and the AB 109 Rental Assistance Program.

Positions Added: 1.0 FTE

One-time Cost: \$107,045

One-time cost is offset by a Transfer-in from the AB 109 Fund

↑ Augment AB 109 Rental Assistance Program (RAP)

Recommended Action: Augment the AB 109 Rental Assistance program with an additional \$325,000 in one-time funding.

Service Impact: The AB 109 RAP increases housing stability for individuals whose housing instability is directly linked to their risk of recidivism according to the Correctional Assessment and Intervention System (CAIS). The program provides temporary rental assistance 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 (PRCS) or a Mandatory Supervision offender pursuant to AB 109. The funding amount enables the program to provide rental assistance and security deposits for approximately 25 individuals at any one time. The housing vouchers provide rental subsidy up to \$1,000 per month for six months with one additional six-months renewal.

Background: Staff began implementing the program on September 1, 2012. As of March 25, 2014, the program has enrolled 56 households. Twenty-two individuals are currently in the program (17 are currently receiving rental assistance and five are searching for a rental unit). From September 1, 2012 through March 25, 2014, of the 56 households who were accepted into the program:

- 17 are currently housed.
- Five are currently in search for housing.

- 28 were housed and have exited.
- Six were approved, but never housed.

Of the 45 households who were housed:

- 73%, 33 of 45 clients, increased their income.
- 84%, 38 of 45 clients, were not incarcerated during their time in the program.

Of the 28 households who were housed and then exited the program, 54% (15 of 28 exits) obtained permanent housing at the end of their participation in the program.

One-time Cost: \$325,000

One-time cost is offset by a Transfer-in from the AB 109 Fund

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources.

One-time Savings: \$775,662

Mental Health Department— Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
041201	MH Department Admin Fund 0001	27,141,269	42,674,718	46,552,297	47,801,615	5,126,897	12.0%
041202	Crisis Outreach Referral & Educ Div Fund 0001	2,548,184	3,346,826	3,732,852	3,734,700	387,874	11.6%

Mental Health Department— Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
041203	Adult/Older Adult Div Fund 0001	111,417,597	118,633,808	126,345,309	127,459,437	8,825,629	7.4%
041204	Family & Children's Svcs Div Fund 0001	77,201,430	101,532,102	104,761,692	105,055,117	3,523,015	3.5%
041205	Other Mental Health Svcs Fund 0001	50,978,778	50,109,615	50,427,478	51,125,737	1,016,122	2.0%
041213	MHSA - Fund 0001	11,115,338	6,442,399	6,156,893	6,001,008	(441,391)	-6.9%
Total Net Expenditures \$		280,402,596 \$	322,739,468 \$	337,976,521 \$	341,177,614 \$	18,438,146	5.7%

Mental Health Department— Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
041201	MH Department Admin Fund 0001	27,342,086	42,801,125	46,678,704	47,928,022	5,126,897	12.0%
041202	Crisis Outreach Referral & Educ Div Fund 0001	2,548,184	3,346,826	3,732,852	3,734,700	387,874	11.6%
041203	Adult/Older Adult Div Fund 0001	114,438,196	120,415,643	129,790,215	130,904,343	10,488,700	8.7%
041204	Family & Children's Svcs Div Fund 0001	78,773,062	103,238,655	106,193,847	106,487,272	3,248,617	3.1%
041205	Other Mental Health Svcs Fund 0001	50,978,778	50,109,615	50,427,478	51,125,737	1,016,122	2.0%
041213	MHSA - Fund 0001	11,115,338	6,442,399	6,156,893	6,001,008	(441,391)	-6.9%
Total Gross Expenditures \$		285,195,644 \$	326,354,263 \$	342,979,989 \$	346,181,082 \$	19,826,819	6.1%

Mental Health Department— Budget Unit 412 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 41,369,099	\$ 49,611,590	\$ 54,069,779	\$ 54,817,513	\$ 5,205,923	10.5%
Services And Supplies	243,648,303	274,242,673	284,999,381	286,175,740	11,933,067	4.4%
Fixed Assets	178,242	—	—	—	—	—
Operating/Equity Transfers	—	2,500,000	—	277,000	(2,223,000)	-88.9%
Reserves	—	—	3,910,829	4,910,829	4,910,829	NA
Total Gross Expenditures \$	285,195,644 \$	326,354,263 \$	342,979,989 \$	346,181,082 \$	19,826,819	6.1%
Expenditure Transfers	(4,793,048)	(3,614,795)	(5,003,468)	(5,003,468)	(1,388,673)	38.4%
Total Net Expenditures \$	280,402,596 \$	322,739,468 \$	337,976,521 \$	341,177,614 \$	18,438,146	5.7%



Mental Health Department— Budget Unit 412

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
041201	MH Department Admin Fund 0001	\$ 175,147,460	\$ 254,027,697	\$ 260,683,817	\$ 261,735,428	\$ 7,707,731	3.0%
041203	Adult/Older Adult Div Fund 0001	37,487	—	—	—	—	—
041204	Family & Children's Svcs Div Fund 0001	52,947	—	—	—	—	—
Total Revenues		\$ 175,237,894	\$ 254,027,697	\$ 260,683,817	\$ 261,735,428	\$ 7,707,731	3.0%

Mental Health Department— Budget Unit 412

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 2,565,655	\$ 2,684,860	\$ 2,684,860	\$ 2,684,860	—	—
Other Financing Sources	130,061,558	159,937,463	161,992,877	162,869,687	2,932,224	1.8%
Aid From Government Agencies - State	4,819,072	7,437,153	5,749,764	5,749,764	(1,687,389)	-22.7%
Aid From Government Agencies - Federal	37,771,608	83,968,221	90,256,316	90,431,117	6,462,896	7.7%
Revenue From Other Government Agencies	20,000	—	—	—	—	—
Total Revenues	\$ 175,237,894	\$ 254,027,697	\$ 260,683,817	\$ 261,735,428	\$ 7,707,731	3.0%

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 2014 Approved Budget	59.5	\$ 42,674,718	\$ 254,027,697
Board Approved Adjustments During FY 2014	-2.0	2,229,605	3,388,609
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	415,426	—
IntraCounty Adjustments	—	600,737	1,422,721
Other Adjustments	—	631,811	1,844,790
Subtotal (Current Level Budget)	57.5	\$ 46,552,297	\$ 260,683,817
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 284,293	\$ 876,810
Decision Packages			
Transfer Funds for Downtown Mental Health Capital Project	—	(277,000)	—
Increase Revenue to Support KidScope Physician Position	—	—	174,801
Transfer Position to Mental Health Administration from SCVMC	1.0	92,025	—



MH Department Admin Fund 0001 — Cost Center 041201 Major Changes to the Budget

	Positions	Appropriations	Revenues
Implement Pay for Success Projects	—	1,000,000	—
Establish Contract with Community Health Awareness Council	—	150,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 1,249,318	\$ 1,051,611
Recommended Budget	58.5	\$ 47,801,615	\$ 261,735,428

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 2014 Approved Budget	18.0	\$ 3,346,826	\$ —
Board Approved Adjustments During FY 2014	2.0	252,903	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	130,691	—
IntraCounty Adjustments	—	14,112	—
Other Adjustments	—	(11,680)	—
Subtotal (Current Level Budget)	20.0	\$ 3,732,852	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,848	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,848	\$ —
Recommended Budget	20.0	\$ 3,734,700	\$ —

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 2014 Approved Budget	219.5	\$ 118,633,808	\$ —
Board Approved Adjustments During FY 2014	6.5	5,097,675	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	1,873,239	—
IntraCounty Adjustments	—	(22,196)	—
Other Adjustments	—	762,783	—
Subtotal (Current Level Budget)	229.0	\$ 126,345,309	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 21,345	\$ —
Decision Packages			



Adult/Older Adult Div Fund 0001 — Cost Center 041203 Major Changes to the Budget

	Positions	Appropriations	Revenues
Transfer Positions to Central Wellness and Benefits Center	4.0	560,738	—
Augment AB 109 Rental Assistance Program	—	325,000	—
Add AB 109 Housing Liaison Position	1.0	107,045	—
Augment AB 109 Contract Services - Parolee Reentry Court	—	100,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	5.0	\$ 1,114,128	\$ —
Recommended Budget	234.0	\$ 127,459,437	\$ —

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 2014 Approved Budget	80.5	\$ 101,532,102	\$ —
Board Approved Adjustments During FY 2014	1.5	2,831,342	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	447,746	—
IntraCounty Adjustments	—	4,349	—
Other Adjustments	—	(53,847)	—
Subtotal (Current Level Budget)	81.5	\$ 104,761,692	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 182,663	\$ —
Decision Packages			
Add Position to Oversee Katie A. Program	1.0	110,762	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 293,425	\$ —
Recommended Budget	82.5	\$ 105,055,117	\$ —

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 2014 Approved Budget	—	\$ 50,109,615	\$ —
Board Approved Adjustments During FY 2014	—	261,728	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	134,911	—
IntraCounty Adjustments	—	(73,964)	—
Other Adjustments	—	(4,812)	—
Subtotal (Current Level Budget)	0.5	\$ 50,427,478	\$ —



Other Mental Health Svcs Fund 0001 — Cost Center 041205 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 698,259	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 698,259	\$ —
Recommended Budget	0.5	\$ 51,125,737	\$ —

MHSA - Fund 0001 — Cost Center 041213 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	21.5	\$ 6,442,399	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(225,820)	—
IntraCounty Adjustments	—	16,405	—
Other Adjustments	—	(76,091)	—
Subtotal (Current Level Budget)	18.5	\$ 6,156,893	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (155,885)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (155,885)	\$ —
Recommended Budget	18.5	\$ 6,001,008	\$ —

Office of Affordable Housing— Budget Unit 168 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1169	Housing Bond Prog Fund 0208	289,724	204,727	205,321	205,321	594	0.3%
1170	OAH Admin Fund 0001	0	15,245	(3,325)	—	(15,245)	-100.0%
1174	Housing Set Aside Fund 0196	241,335	339,110	362,300	362,300	23,190	6.8%
1178	CalHome Resue Account Fund 0104	—	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	6,651,798	111,252	129,856	129,856	18,604	16.7%
016801	Housing & Community Development	3,143,452	2,635,792	2,752,834	2,752,834	117,042	4.4%
Total Net Expenditures		\$ 10,326,308	\$ 3,426,126	\$ 3,566,986	\$ 3,570,311	\$ 144,185	4.2%



Office of Affordable Housing— Budget Unit 168 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1169	Housing Bond Prog Fund 0208	289,724	204,727	205,321	205,321	594	0.3%
1170	OAH Admin Fund 0001	857,792	997,244	1,026,427	1,029,752	32,508	3.3%
1174	Housing Set Aside Fund 0196	263,890	339,110	362,300	362,300	23,190	6.8%
1178	CalHome Resue Account Fund 0104	—	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	6,651,798	111,252	129,856	129,856	18,604	16.7%
016801	Housing & Community Development	3,143,452	2,635,792	2,752,834	2,752,834	117,042	4.4%
Total Gross Expenditures \$		11,206,656 \$	4,408,125 \$	4,596,738 \$	4,600,063 \$	191,938	4.4%

Office of Affordable Housing— Budget Unit 168 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 746,640	\$ 848,900	\$ 901,480	\$ 901,480	\$ 52,580	6.2%
Services And Supplies	9,982,341	3,559,225	3,695,258	3,698,583	139,358	3.9%
Operating/Equity Transfers	477,675	—	—	—	—	—
Total Gross Expenditures \$	11,206,656 \$	4,408,125 \$	4,596,738 \$	4,600,063 \$	191,938	4.4%
Expenditure Transfers	(880,347)	(981,999)	(1,029,752)	(1,029,752)	(47,753)	4.9%
Total Net Expenditures \$	10,326,308 \$	3,426,126 \$	3,566,986 \$	3,570,311 \$	144,185	4.2%

Office of Affordable Housing— Budget Unit 168 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 22	\$ —	\$ —	\$ —	—	—
1169	Housing Bond Prog Fund 0208	319,514	148,622	148,622	148,622	—	—
1174	Housing Set Aside Fund 0196	225,574	113,259	113,259	113,259	—	—
1178	CalHome Resue Account Fund 0104	10	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	3,685,893	1,904,174	1,904,174	1,904,174	—	—
016801	Housing & Community Development	3,383,074	2,418,751	2,301,303	2,301,303	(117,448)	-4.9%
Total Revenues \$		7,614,087 \$	4,704,806 \$	4,587,358 \$	4,587,358 \$	(117,448)	-2.5%



Office of Affordable Housing— Budget Unit 168 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 376,622	\$ 83,400	\$ 83,400	\$ 83,400	\$ —	—
Other Financing Sources	889,414	572,625	572,625	572,625	—	—
Aid From Government Agencies - Federal	2,227,144	2,026,781	1,909,333	1,909,333	(117,448)	-5.8%
Licenses, Permits, Franchises	3,645,419	1,902,000	1,902,000	1,902,000	—	—
Charges For Services	17,812	—	—	—	—	—
Revenue From Other Government Agencies	457,675	—	—	—	—	—
Aid From Government Agencies - State	—	120,000	120,000	120,000	—	—
Total Revenues	\$ 7,614,087	\$ 4,704,806	\$ 4,587,358	\$ 4,587,358	\$ (117,448)	-2.5%

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 2014 Approved Budget	—	\$ 204,727	\$ 148,622
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	594	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 205,321	\$ 148,622
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 205,321	\$ 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 2014 Approved Budget	7.0	\$ 15,245	\$ —
Board Approved Adjustments During FY 2014	—	12,041	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,539	—
IntraCounty Adjustments	—	(94,033)	—



OAH Admin Fund 0001 — Cost Center 1170
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	22,883	—
Subtotal (Current Level Budget)	7.0	\$ (3,325)	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 3,325	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,325	\$ —
Recommended Budget	7.0	\$ —	\$ —

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 2014 Approved Budget	—	\$ 339,110	\$ 113,259
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	23,190	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 362,300	\$ 113,259
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 362,300	\$ 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 2014 Approved Budget	—	\$ 120,000	\$ 120,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,000	\$ 120,000



CalHome Resue Account Fund 0104 — Cost Center 1178
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
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 2014 Approved Budget	— \$	111,252 \$	1,904,174
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	18,604	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	129,856 \$	1,904,174
Recommended Changes for FY 2015			
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 2014 Approved Budget	— \$	717,022 \$	536,921
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	3,475	—
Other Adjustments	—	44,617	(22,076)
Subtotal (Current Level Budget)	— \$	765,114 \$	514,845
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—



Housing & Community Development — Cost Center 016801

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	765,114 \$	514,845

0036-Unincorporated Area Rehabilitation (Fund Number 0036)

Current Level Budget			
FY 2014 Approved Budget	— \$	406,570 \$	406,570
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	139,743	—
Subtotal (Current Level Budget)	— \$	546,313 \$	406,570

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	546,313 \$	406,570

0029-Rental Rehabilitation Program (Fund Number 0029)

Current Level Budget			
FY 2014 Approved Budget	— \$	62,900 \$	25,400
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	3,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	65,900 \$	25,400

Recommended Changes for FY 2015

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 2014 Approved Budget	— \$	1,449,300 \$	1,449,860
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			



Housing & Community Development — Cost Center 016801

Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,641)	—
Other Adjustments	—	(72,152)	(95,372)
Subtotal (Current Level Budget)	— \$	1,375,507 \$	1,354,488
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,375,507 \$	1,354,488

Department of Alcohol and Drug Services— Budget Unit 417

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4600	Administration Fund 0001	\$ 4,739,767	\$ 4,831,458	\$ 7,383,798	\$ 7,384,630	\$ 2,553,172	52.8%
4604	ITEC Projects Fund 0001	320,007	736,821	349,317	349,502	(387,319)	-52.6%
4606	3 Principles Services Division -Fund 0001	430,047	546,282	203,301	203,578	(342,704)	-62.7%
4607	Data Analysis & Evaluation Fund 0001	331,997	316,269	317,819	318,096	1,827	0.6%
4610	Children, Family & Community Svcs -F0001	2,921,405	3,789,279	3,927,391	3,928,685	139,406	3.7%
4612	HIV Svcs Fund 0001	156,550	278,299	295,152	295,337	17,038	6.1%
4620	Perinatal Substance Abuse Fund 0001	1,617,000	1,917,967	1,962,712	1,760,801	(157,166)	-8.2%
4630	Prevention Svcs Fund 0001	1,269,568	1,870,570	2,235,713	2,236,545	365,975	19.6%
4640	Quality Improvement Fund 0001	1,092,256	1,191,807	1,347,853	1,348,777	156,970	13.2%
4642	Shelter Plus Care - Fund 0001	222,010	238,297	251,173	251,265	12,968	5.4%
4645	Adult Services Fund 0001	646,645	569,694	488,847	489,309	(80,385)	-14.1%
4646	Employee Assist Prog Fund 0001	665,638	674,628	713,387	713,941	39,313	5.8%
4650	Medical Services Fund 0001	2,768,983	2,814,549	2,954,335	2,956,183	141,634	5.0%
4652	Central Treatment & Recovery - Fund 0001	821,789	1,261,650	1,347,343	1,348,359	86,709	6.9%
4654	East Valley Clinic Fund 0001	847,486	916,230	933,153	933,800	17,570	1.9%
4655	Central Valley Clinic Fund 0001	1,648,395	1,918,315	2,016,279	2,017,665	99,350	5.2%
4657	South County Clinic Fund 0001	707,036	698,310	714,265	714,635	16,325	2.3%
4670	Justice Svcs Fund 0001	900,762	1,054,682	1,050,682	1,050,682	(4,000)	-0.4%
4671	Contract Svcs Fund 0001	9,768,386	10,934,041	10,810,468	10,810,468	(123,573)	-1.1%
4672	SACPA Svcs Fund 0001	259,378	—	—	—	—	—
4673	Basn Svcs Fund 0001	1,185,789	1,188,390	1,198,497	1,198,682	10,292	0.9%



Department of Alcohol and Drug Services— Budget Unit 417

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4675	Calworks Prog Fund 0001	14,438	—	—	—	—	—
4676	Dependency Wellness Court - Fund 0001	1,301,014	1,254,702	1,289,229	1,289,599	34,897	2.8%
4677	Gateway Assessment Fund 0001	685,522	783,434	819,807	820,731	37,297	4.8%
4678	Offender Treatment Program Fund 0001	1,118	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	301,235	52,180	141,356	141,541	89,361	171.3%
4682	Veterans Drug Court -F0001	48,399	1,528	—	—	(1,528)	-100.0%
4683	Comp Drug Court Imp-DDC Fund 0001	212,822	174,863	175,293	175,293	430	0.2%
4684	Parolee Reentry Court Grant Fund 0001	129,344	—	—	—	—	—
4685	SAMSHA Treatment for Homeless Fund 0001	352,837	359,709	351,211	351,488	(8,221)	-2.3%
4686	Criminal Justice Realignment -F0001	2,969,179	4,995,590	5,081,115	5,112,039	116,449	2.3%
4687	SAMHSA-Aftercare - F0001	168,063	283,178	270,447	270,632	(12,546)	-4.4%
Total Net Expenditures \$		39,504,864 \$	45,652,722 \$	48,629,943 \$	48,472,263 \$	2,819,541	6.2%

Department of Alcohol and Drug Services— Budget Unit 417

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4600	Administration Fund 0001	\$ 5,095,901	\$ 5,197,572	\$ 7,749,912	\$ 7,750,744	\$ 2,553,172	49.1%
4604	ITEC Projects Fund 0001	320,007	736,821	349,317	349,502	(387,319)	-52.6%
4606	3 Principles Services Division -Fund 0001	440,247	546,282	203,301	203,578	(342,704)	-62.7%
4607	Data Analysis & Evaluation Fund 0001	331,997	316,269	317,819	318,096	1,827	0.6%
4610	Children, Family & Community Svcs -F0001	2,921,405	3,789,279	4,339,948	4,341,242	551,963	14.6%
4611	CDCR Partnership in PRC - Fund 0001	—	—	816,417	816,417	816,417	NA
4612	HIV Svcs Fund 0001	156,550	278,299	295,152	295,337	17,038	6.1%
4620	Perinatal Substance Abuse Fund 0001	2,333,738	2,634,705	2,679,450	2,477,539	(157,166)	-6.0%
4630	Prevention Svcs Fund 0001	1,269,568	1,870,570	2,235,713	2,236,545	365,975	19.6%
4640	Quality Improvement Fund 0001	1,092,256	1,191,807	1,347,853	1,348,777	156,970	13.2%
4642	Shelter Plus Care - Fund 0001	222,010	238,297	251,173	251,265	12,968	5.4%
4645	Adult Services Fund 0001	686,710	702,874	622,027	622,489	(80,385)	-11.4%
4646	Employee Assist Prog Fund 0001	665,638	674,628	713,387	713,941	39,313	5.8%



Department of Alcohol and Drug Services— Budget Unit 417 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4650	Medical Services Fund 0001	2,771,772	2,835,549	2,954,335	2,956,183	120,634	4.3%
4652	Central Treatment & Recovery - Fund 0001	821,789	1,261,650	1,347,343	1,348,359	86,709	6.9%
4654	East Valley Clinic Fund 0001	847,486	916,230	933,153	933,800	17,570	1.9%
4655	Central Valley Clinic Fund 0001	1,648,395	1,918,315	2,016,279	2,017,665	99,350	5.2%
4657	South County Clinic Fund 0001	707,036	698,310	714,265	714,635	16,325	2.3%
4670	Justice Svcs Fund 0001	900,762	1,054,682	1,050,682	1,050,682	(4,000)	-0.4%
4671	Contract Svcs Fund 0001	9,768,386	10,934,041	10,810,468	10,810,468	(123,573)	-1.1%
4672	SACPA Svcs Fund 0001	259,378	—	—	—	—	—
4673	Basn Svcs Fund 0001	1,185,789	1,188,390	1,198,497	1,198,682	10,292	0.9%
4675	Calworks Prog Fund 0001	82,638	62,000	62,000	62,000	—	—
4676	Dependency Wellness Court - Fund 0001	1,314,530	1,254,702	1,289,229	1,289,599	34,897	2.8%
4677	Gateway Assessment Fund 0001	685,522	783,434	819,807	820,731	37,297	4.8%
4678	Offender Treatment Program Fund 0001	1,118	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	431,655	52,180	141,356	141,541	89,361	171.3%
4682	Veterans Drug Court -F0001	48,399	1,528	—	—	(1,528)	-100.0%
4683	Comp Drug Court Imp-DDC Fund 0001	212,822	174,863	175,293	175,293	430	0.2%
4684	Parolee Reentry Court Grant Fund 0001	129,344	—	—	—	—	—
4685	SAMSHA Treatment for Homeless Fund 0001	352,837	359,709	351,211	351,488	(8,221)	-2.3%
4686	Criminal Justice Realignment -F0001	2,969,179	4,995,590	5,081,115	5,112,039	116,449	2.3%
4687	SAMHSA-Aftercare - F0001	168,063	283,178	270,447	270,632	(12,546)	-4.4%
Total Gross Expenditures \$		40,842,926 \$	46,951,754 \$	51,136,949 \$	50,979,269 \$	4,027,515	8.6%

Department of Alcohol and Drug Services— Budget Unit 417 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 16,649,385	\$ 19,300,289	\$ 21,023,984	\$ 21,023,984	\$ 1,723,695	8.9%
Services And Supplies	24,158,711	27,651,465	30,112,965	29,955,285	2,303,820	8.3%
Fixed Assets	34,830	—	—	—	—	—
Total Gross Expenditures \$	40,842,926 \$	46,951,754 \$	51,136,949 \$	50,979,269 \$	4,027,515	8.6%
Expenditure Transfers	(1,338,062)	(1,299,032)	(2,507,006)	(2,507,006)	(1,207,974)	93.0%
Total Net Expenditures \$	39,504,864 \$	45,652,722 \$	48,629,943 \$	48,472,263 \$	2,819,541	6.2%



Department of Alcohol and Drug Services— Budget Unit 417

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4600	Administration Fund 0001	\$ 9,628,733	\$ 9,860,791	\$ 12,326,801	\$ 12,326,801	\$ 2,466,010	25.0%
4606	3 Principles Services Division -Fund 0001	3,931	1,200	—	—	(1,200)	-100.0%
4610	Children, Family & Community Svcs -F0001	828,684	1,167,819	1,213,036	1,213,036	45,217	3.9%
4612	HIV Svcs Fund 0001	364,599	394,012	360,955	360,955	(33,057)	-8.4%
4620	Perinatal Substance Abuse Fund 0001	1,068,766	1,219,956	1,219,956	1,219,956	—	—
4630	Prevention Svcs Fund 0001	2,533,095	2,423,523	2,432,054	2,432,054	8,531	0.4%
4652	Central Treatment & Recovery - Fund 0001	2,792	9,713	4,500	4,500	(5,213)	-53.7%
4654	East Valley Clinic Fund 0001	46,543	41,200	20,600	20,600	(20,600)	-50.0%
4655	Central Valley Clinic Fund 0001	95,644	82,000	38,500	38,500	(43,500)	-53.0%
4657	South County Clinic Fund 0001	34,870	30,150	15,150	15,150	(15,000)	-49.8%
4670	Justice Svcs Fund 0001	1,036,665	1,372,158	1,492,504	1,492,504	120,346	8.8%
4673	Basn Svcs Fund 0001	1,203,263	1,174,292	1,174,292	—	(1,174,292)	-100.0%
4676	Dependency Wellness Court - Fund 0001	1,313,935	—	—	—	—	—
4682	Veterans Drug Court -F0001	68,740	—	—	—	—	—
4683	Comp Drug Court Imp-DDC Fund 0001	151,303	249,181	249,181	249,181	—	—
4684	Parolee Reentry Court Grant Fund 0001	115,774	—	—	—	—	—
4685	SAMSHA Treatment for Homeless Fund 0001	330,651	350,000	350,000	350,000	—	—
4686	Criminal Justice Realignment -F0001	2,990,200	4,978,820	4,645,145	5,106,042	127,222	2.6%
4687	SAMHSA-Aftercare - F0001	153,805	270,447	270,447	67,612	(202,835)	-75.0%
Total Revenues \$		21,971,992	23,625,262	25,813,121	24,896,891	1,271,629	5.4%

Department of Alcohol and Drug Services— Budget Unit 417

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - Federal	\$ 12,691,485	\$ 12,561,515	\$ 15,032,308	\$ 14,829,473	\$ 2,267,958	18.1%
Charges For Services	192,861	182,263	98,850	98,850	(83,413)	-45.8%
Other Financing Sources	7,871,001	9,707,192	9,507,671	9,968,568	261,376	2.7%
Aid From Government Agencies - State	1,216,645	1,174,292	1,174,292	—	(1,174,292)	-100.0%
Total Revenues \$	21,971,992	23,625,262	25,813,121	24,896,891	1,271,629	5.4%



Administration Fund 0001 — Cost Center 4600 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	10.0	\$ 4,831,458	\$ 9,860,791
Board Approved Adjustments During FY 2014	1.0	1,238,874	917,339
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	109,162	—
IntraCounty Adjustments	—	1,209,961	28,150
Other Adjustments	—	(5,657)	1,520,521
Subtotal (Current Level Budget)	11.0	\$ 7,383,798	\$ 12,326,801
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 832	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 832	\$ —
Recommended Budget	11.0	\$ 7,384,630	\$ 12,326,801

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 2014 Approved Budget	4.0	\$ 736,821	\$ —
Board Approved Adjustments During FY 2014	-2.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,969	—
IntraCounty Adjustments	—	(76)	—
Other Adjustments	—	(411,397)	—
Subtotal (Current Level Budget)	2.0	\$ 349,317	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 185	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 185	\$ —
Recommended Budget	2.0	\$ 349,502	\$ —



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 2014 Approved Budget	3.0	\$ 546,282	\$ 1,200
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	(343,334)	—
IntraCounty Adjustments	—	(504)	—
Other Adjustments	—	857	(1,200)
Subtotal (Current Level Budget)	—	\$ 203,301	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 277	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 277	\$ —
Recommended Budget	—	\$ 203,578	\$ —

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 2014 Approved Budget	3.0	\$ 316,269	\$ —
Board Approved Adjustments During FY 2014	-1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,248	—
IntraCounty Adjustments	—	1,140	—
Other Adjustments	—	(6,838)	—
Subtotal (Current Level Budget)	2.0	\$ 317,819	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 277	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 277	\$ —
Recommended Budget	2.0	\$ 318,096	\$ —



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 2014 Approved Budget	17.5 \$	3,789,279 \$	1,167,819
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	113,325	—
IntraCounty Adjustments	—	(419,728)	22,658
Other Adjustments	—	444,515	22,559
Subtotal (Current Level Budget)	17.5 \$	3,927,391 \$	1,213,036
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	1,294 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,294 \$	—
Recommended Budget	17.5 \$	3,928,685 \$	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 2014 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2014	4.0	816,417	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(816,417)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0 \$	— \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	4.0 \$	— \$	—



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 2014 Approved Budget	2.0 \$	278,299 \$	394,012
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	14,156	—
IntraCounty Adjustments	—	711	—
Other Adjustments	—	1,986	(33,057)
Subtotal (Current Level Budget)	2.0 \$	295,152 \$	360,955
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	185 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	185 \$	—
Recommended Budget	2.0 \$	295,337 \$	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 2014 Approved Budget	6.5 \$	1,917,967 \$	1,219,956
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	50,462	—
IntraCounty Adjustments	—	(1,212)	—
Other Adjustments	—	(4,505)	—
Subtotal (Current Level Budget)	6.5 \$	1,962,712 \$	1,219,956
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	924 \$	—
Decision Packages			
Maintain Drug Wellness Court Program	—	(202,835)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(201,911) \$	—
Recommended Budget	6.5 \$	1,760,801 \$	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 2014 Approved Budget	9.0	\$ 1,870,570	\$ 2,423,523
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	382,666	—
IntraCounty Adjustments	—	(5,985)	—
Other Adjustments	—	(11,538)	8,531
Subtotal (Current Level Budget)	11.0	\$ 2,235,713	\$ 2,432,054
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 832	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 832	\$ —
Recommended Budget	11.0	\$ 2,236,545	\$ 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 2014 Approved Budget	9.0	\$ 1,191,807	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	166,148	—
IntraCounty Adjustments	—	(2,064)	—
Other Adjustments	—	(8,038)	—
Subtotal (Current Level Budget)	10.0	\$ 1,347,853	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 924	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 924	\$ —
Recommended Budget	10.0	\$ 1,348,777	\$ —



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 2014 Approved Budget	2.0	\$ 238,297	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,636	—
IntraCounty Adjustments	—	(2,147)	—
Other Adjustments	—	(1,613)	—
Subtotal (Current Level Budget)	2.0	\$ 251,173	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 92	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 92	\$ —
Recommended Budget	2.0	\$ 251,265	\$ —

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 2014 Approved Budget	5.0	\$ 569,694	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(78,667)	—
IntraCounty Adjustments	—	(1,149)	—
Other Adjustments	—	(1,031)	—
Subtotal (Current Level Budget)	4.0	\$ 488,847	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 462	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 462	\$ —
Recommended Budget	4.0	\$ 489,309	\$ —



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 2014 Approved Budget	5.0	\$ 674,628	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,610	—
IntraCounty Adjustments	—	(1,489)	—
Other Adjustments	—	(4,362)	—
Subtotal (Current Level Budget)	5.0	\$ 713,387	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 554	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 554	\$ —
Recommended Budget	5.0	\$ 713,941	\$ —

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 2014 Approved Budget	19.0	\$ 2,814,549	\$ —
Board Approved Adjustments During FY 2014	—	(7,076)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	144,461	—
IntraCounty Adjustments	—	21,560	—
Other Adjustments	—	(19,159)	—
Subtotal (Current Level Budget)	19.0	\$ 2,954,335	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,848	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,848	\$ —
Recommended Budget	19.0	\$ 2,956,183	\$ —



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 2014 Approved Budget	11.5 \$	1,261,650 \$	9,713
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	89,653	—
IntraCounty Adjustments	—	4,187	—
Other Adjustments	—	(8,147)	(5,213)
Subtotal (Current Level Budget)	11.5 \$	1,347,343 \$	4,500
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	1,016 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,016 \$	—
Recommended Budget	11.5 \$	1,348,359 \$	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 2014 Approved Budget	7.0 \$	916,230 \$	41,200
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	43,381	—
IntraCounty Adjustments	—	3,132	—
Other Adjustments	—	(29,590)	(20,600)
Subtotal (Current Level Budget)	7.0 \$	933,153 \$	20,600
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	647 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	647 \$	—
Recommended Budget	7.0 \$	933,800 \$	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 2014 Approved Budget	17.0 \$	1,918,315 \$	82,000
Board Approved Adjustments During FY 2014	-1.0	7,076	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	104,317	—
IntraCounty Adjustments	—	(1,789)	—
Other Adjustments	—	(11,640)	(43,500)
Subtotal (Current Level Budget)	16.0 \$	2,016,279 \$	38,500
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	1,386 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,386 \$	—
Recommended Budget	16.0 \$	2,017,665 \$	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 2014 Approved Budget	5.0 \$	698,310 \$	30,150
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,179	—
IntraCounty Adjustments	—	2,848	—
Other Adjustments	—	(3,072)	(15,000)
Subtotal (Current Level Budget)	5.0 \$	714,265 \$	15,150
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	370 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	370 \$	—
Recommended Budget	5.0 \$	714,635 \$	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 2014 Approved Budget	— \$	1,054,682 \$	1,372,158
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,000)	118,346
Other Adjustments	—	—	2,000
Subtotal (Current Level Budget)	— \$	1,050,682 \$	1,492,504
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,050,682 \$	1,492,504

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 2014 Approved Budget	— \$	10,934,041 \$	—
Board Approved Adjustments During FY 2014	—	(131,666)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	8,093	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	10,810,468 \$	—
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	10,810,468 \$	—



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 2014 Approved Budget	2.0	\$ 1,188,390	\$ 1,174,292
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,143	—
IntraCounty Adjustments	—	(1,036)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 1,198,497	\$ 1,174,292
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 185	\$ —
Decision Packages			
Eliminate Bay Area Services Network Revenue	—	—	(1,174,292)
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 185	\$ (1,174,292)
Recommended Budget	2.0	\$ 1,198,682	\$ —

Calworks Prog Fund 0001 — Cost Center 4675
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



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 2014 Approved Budget	4.0	\$ 1,254,702	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	34,664	—
IntraCounty Adjustments	—	175	—
Other Adjustments	—	(312)	—
Subtotal (Current Level Budget)	4.0	\$ 1,289,229	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 370	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 370	\$ —
Recommended Budget	4.0	\$ 1,289,599	\$ —

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 2014 Approved Budget	8.0	\$ 783,434	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,272	—
IntraCounty Adjustments	—	306	—
Other Adjustments	—	(4,205)	—
Subtotal (Current Level Budget)	8.0	\$ 819,807	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 924	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 924	\$ —
Recommended Budget	8.0	\$ 820,731	\$ —



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 2014 Approved Budget	1.0	\$ 52,180	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	83,306	—
IntraCounty Adjustments	—	(3,614)	—
Other Adjustments	—	9,484	—
Subtotal (Current Level Budget)	1.0	\$ 141,356	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 185	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 185	\$ —
Recommended Budget	1.0	\$ 141,541	\$ —

Veterans Drug Court -F0001 — Cost Center 4682
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 1,528	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,528)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



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 2014 Approved Budget	—	\$ 174,863	\$ 249,181
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,626	—
IntraCounty Adjustments	—	(1,196)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 175,293	\$ 249,181
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 175,293	\$ 249,181

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 2014 Approved Budget	1.0	\$ 359,709	\$ 350,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,048	—
IntraCounty Adjustments	—	1,741	—
Other Adjustments	—	(16,287)	—
Subtotal (Current Level Budget)	1.0	\$ 351,211	\$ 350,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 277	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 277	\$ —
Recommended Budget	1.0	\$ 351,488	\$ 350,000



Criminal Justice Realignment -F0001 — Cost Center 4686
Major Changes to the Budget

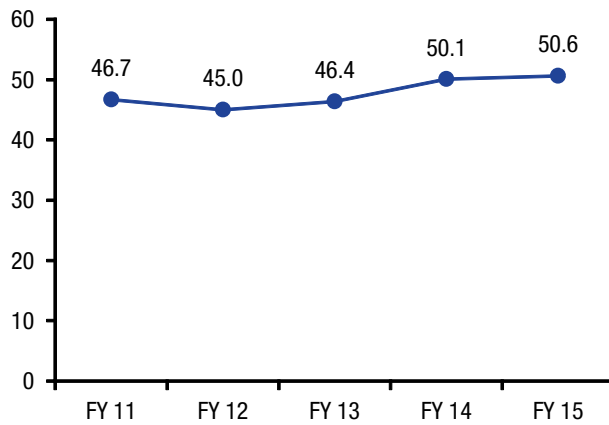
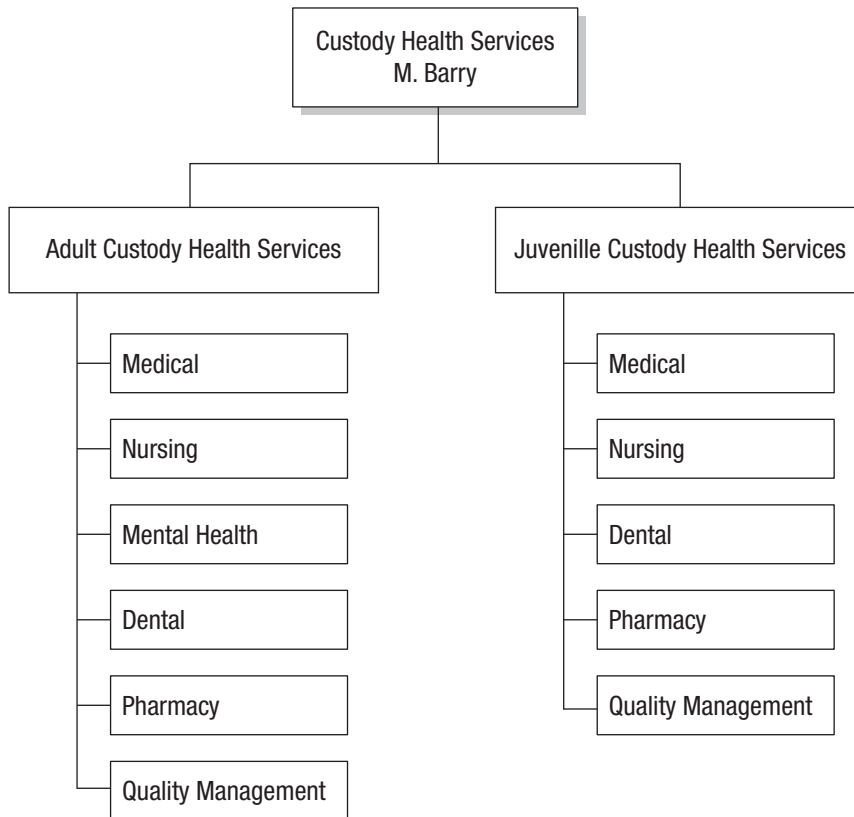
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	12.0	\$ 4,995,590	\$ 4,978,820
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	181,108	—
IntraCounty Adjustments	—	11,417	(333,675)
Other Adjustments	—	(107,000)	—
Subtotal (Current Level Budget)	13.0	\$ 5,081,115	\$ 4,645,145
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 924	\$ 460,897
Decision Packages			
Augment AB 109 Services - Bus Vouchers	—	30,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 30,924	\$ 460,897
Recommended Budget	13.0	\$ 5,112,039	\$ 5,106,042

SAMHSA-Aftercare - F0001 — Cost Center 4687
Major Changes to the Budget

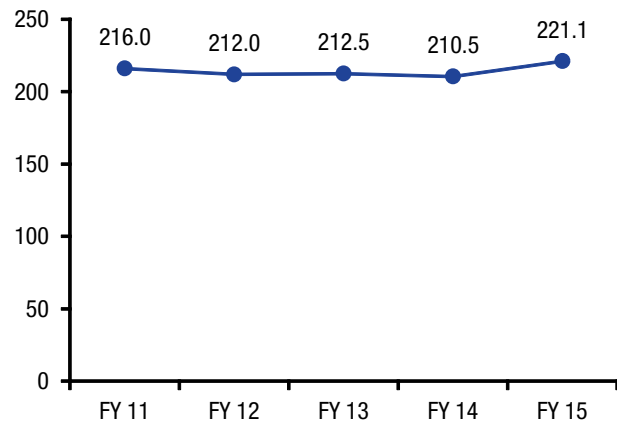
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	2.0	\$ 283,178	\$ 270,447
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,058	—
IntraCounty Adjustments	—	251	—
Other Adjustments	—	(29,040)	—
Subtotal (Current Level Budget)	2.0	\$ 270,447	\$ 270,447
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 185	\$ —
Decision Packages			
Maintain Drug Wellness Court Program	—	—	(202,835)
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 185	\$ (202,835)
Recommended Budget	2.0	\$ 270,632	\$ 67,612



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 Service (Custody) is a General Fund Department of the Santa Clara Valley Health and Hospital System. Health services are provided by a professional multidisciplinary staff inclusive of physicians, registered nurses, licensed vocational nurses, marriage and family therapists, licensed social workers, clinical psychologists, nurse practitioners, and a variety of ancillary support personnel.

Medical, Mental Health, Pharmacy and Dental Services

Comprehensive medical, mental health and pharmacy services are provided to the residents/detainees of Juvenile Hall, James Ranch, Main Jail, and the Elmwood facility.

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.

Pharmacy services are provided to the Medical and Mental Health clinics at Juvenile Hall, James Ranch, and the Receiving/Assessment Intake Center.

Limited dental services are provided to the detainees of the Main Jail and Elmwood Facility, Juvenile Hall, and 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

The Department has been challenged to find means of providing health care services (to the inmate population) that meet regulatory and accreditation standards due to the increased census that has resulted from the implementation of the Public Safety Realignment AB 109 Program (AB 109).

As a result of the Public Safety Realignment AB 109 Plan that became effective in October 2011, inmates who previously were sentenced to the State Prison system are now sentenced to local County jail facilities to serve their period of incarceration. Due to the length of time to which these inmates are sentenced, the Custody Health Services Department has had to reassess clinical operations and develop reasonable plans that insure inmates receive all necessary preventive, episodic and chronic care services that are due over long periods of time. Health screenings such as a routine breast examinations, which were not previously provided to the inmate population due to their short lengths of stay in County jail facilities, are now required to be provided to AB 109 inmates due to their protracted length of stay within the jail. All other routine health screenings and non-urgent surgeries which previously could be postponed until inmates were released from custody are now provided to this population of inmates. The Department works closely with County Counsel and SCVMC in establishing guidelines and standards for the provision of these services.

The mental health population in the County’s jail facilities has swelled to approximately 25% of the population which has created strains on both the

Sheriff’s Office Custody Bureau and the Custody Health Service Department’s ability to provide safe housing for the mentally ill inmates needs. The Special Management beds within the Main Jail facility have periodically been exhausted, necessitating the opening of unused housing areas for the mentally fragile inmates.

Due to the increase 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 need for these beds. The AB 109 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.

There continues to be an increased demand for comprehensive discharge planning for inmates released from Custody Facilities to insure that both the medically fragile inmates as well as the mentally ill inmates are provided continuity of care upon their release into the community.

The women’s inmate population has significantly increased since 2011, reaching an Average Daily Census (ADC) of over 500 inmates. Incarceration of pregnant inmates has dramatically increased by 67% increase in FY 2013.

County Executive’s Recommendation

Summary of County Executive’s Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Custody Main Jail Mental Health Positions	↑	These new positions will help staff to better respond to the increased needs in the Acute Psychiatric Unit.	6.5	—	—
Add Custody Main Jail Medical Positions	↑	These new positions will help staff to better respond to the increased inmate population, the increased length of stay in the jails, and the increased demand for medical services.	2.0	—	—

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



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Add Custody Elmwood Medical Positions	↑	These new positions will help staff to better respond to the increased inmate population, the increased length of stay in the jails, and the increased demand for medical services.	2.0	—	—
Add Custody Administration Position	↑	This new position will help to better manage the increased inmate census and the increased length of stay of the inmates.	1.0	—	—
Delete MHSA Innovation 9 Reentry Position	◆	Other members of the multidisciplinary team are being utilized to provide this service given the loss of MHSA funding.	-1.0	—	—
Add Custody Psychiatry and Pharmacy Positions (positions in SCVMC)	↑	These new positions will help staff to better respond to the increased needs in the Acute Psychiatric Unit, and to better respond to the need for increased doses of medication.	3.0	—	—
Public Safety Realignment Program (AB 109)	●	The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015.	—	—	(\$400,522)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Add Custody Main Jail Mental Health Positions

Recommended Action: Add 2.5 FTE Clinical Nurse III positions and 4.0 FTE Psychiatric Social Worker II positions to Main Jail Mental Health Service and reduce appropriations for extra help and overtime to offset the cost of these positions.

Service Impact: These new positions will help staff to better respond to the increased needs in the Acute Psychiatric Unit. The census on the Acute Psychiatric Unit has increased by 10% in FY 2014, and out of county admissions to the Unit has increased by 21%. The increased census requires additional professional staff to meet the needs of this fragile population.

Background: Due to an increased inmate population, which has increased from 3,500 inmates in September 2011 to 4,100 inmates in September 2013, the increased prevalence of mental illnesses, and the increased length of stay of inmates in the Jails, the demand for mental health service provision has increased significantly in the areas of crisis intervention, case management, supportive therapy and special management of extremely disordered inmates. Daily caseloads have

increased by 150/day since September 2011, to current levels of 1,086/day. In order to insure that these inmates are evaluated, monitored, and provided appropriate interventions, these additional Psychiatric Social Worker II positions are needed. Additionally, implementation of the Prison Rape Elimination Act (PREA) has added 8-10 hours/day of work to Psychiatric Social Worker II positions to maintain compliance with this Federal regulation.

Additional resources are also recommended for the Sheriff's Office and Probation to better respond to the requirements imposed by the Prison Rape Elimination Act.

Positions Added: 6.5 FTE
Ongoing Net Cost: \$0

The FY 2015 cost of the positions is \$899,592. The ongoing cost of new positions is completely offset by a reduction in appropriations for unexpended funds for extra help and overtime.

↑ Add Custody Main Jail Medical Positions

Recommended Action: Add 2.0 FTE Clinical Nurse III positions in the Main Jail Medical Service and reduce appropriations for extra help and overtime to offset the cost of these positions.



Service Impact: These new positions will help staff to better respond to the increased inmate population, the increased length of stay in the jails, and the increased demand for medical services.

Background: There has been an increase of 600 inmates/day since September 2011. Due to the increased inmate population and the increased length of stay in the jails, the demand for medical services has greatly increased, specifically in the areas of daily assessments. There has been an increase of 22% in FY 2013. Utilization of treatment protocols for the treatment of alcohol, opiate and/or amphetamine detoxification along with increased medication administration has increased by 20%. As a result of the increased number of inmates with debilitating chronic diseases such as diabetes, heart disease, and cancer, additional nursing staff are required to insure the provision of these services in a timely manner and to comply with State regulations and accreditation standards. The elderly population who require special management due to their physical limitations and debilitating illnesses has also increased. The elderly population frequently requires staff intensive time which cannot be afforded in the existing staffing plan.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$0

The FY 2015 cost of the positions is \$336,432. The ongoing cost of new positions is completely offset by a reduction in appropriations for unexpended funds for extra help and overtime.

↑ Add Custody Elmwood Medical Positions

Recommended Action: Add 2.0 FTE S75 Clinical Nurse III positions to the Elmwood Medical Service and reduce appropriations for extra help and overtime to offset the cost of these positions.

Service Impact: These new positions will help staff to better respond to the increased inmate population, the increased length of stay in the jails, and the increased demand for medical services.

Background: There has been an increase of 600 inmates/day since September 2011. Due to the increased inmate population and the increased length of stay in the jails, the demand for medical services has greatly increased, specifically in the areas of daily assessments. There has been an increase of 22% in FY 2013. Utilization of treatment protocols for the treatment of alcohol, opiate and/or amphetamine

detoxification along with increased medication administration has increased by 20%. As a result of the increased number of inmates with debilitating chronic diseases such as diabetes, heart disease, and cancer, additional nursing staff are required to insure the provision of these services in a timely manner and to comply with State regulations and Accreditation standards. In FY 2013, there was a 67% increase in the number of pregnant women incarcerated, which has also increased the need for these positions.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$0

The FY 2015 cost of the positions is \$336,432. The ongoing cost of new positions is completely offset by a reduction in appropriations for unexpended funds for extra help and overtime

↑ Add Custody Administration Position

Recommended Action: Add 1.0 FTE Nurse Manager position to Custody Administration and reduce appropriations for extra help and overtime to offset the cost of this position.

Service Impact: This new position will help to better manage the increased inmate census and the increased length of stay of the inmates.

Background: The increased inmate census, an increase of 600 inmates/day from September 2011 to September 2013, and the increased length of stay of the inmates, has created the need for greater oversight of health care services provided to insure compliance with State regulations and accreditation standards. Additionally, program development and monitoring of special management inmates as well as female inmates is required to insure that appropriate services are being provided to these varied populations in the jails. As a result of capacity issues related to special management beds, this position will help to better manage special management beds since the medical infirmary and special housing units must be triaged every shift to accommodate inmates who have needs for these beds.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0

The FY 2015 cost of the position is \$209,895. The ongoing cost of new positions is completely offset by a reduction in appropriations for unexpended funds for extra help and overtime.

◆ Delete MHSa Innovation 9 Reentry Position

Recommended Action: Delete 1.0 FTE Clinical Nurse III position previously funded by Mental Health Services Act (MHSa) Innovation 9 MAP Reentry.

Service Impact: The MHSa Innovation 9 MAP Reentry initiative was implemented in FY 2012 to provide multi-disciplinary team services at the Reentry Resource Center. MHSa funding was utilized to support positions in Custody, Alcohol & Drug Services, Social Services and Mental Health. Given utilization of the team member services over time, the funding for the Clinical Nurse III position in Custody Health Services was discontinued in FY 2014 and other members of the multidisciplinary team are continuing the work.

Positions Deleted: 1.0 FTE
Ongoing Net Savings: \$0

The cost of the position had been funded by MHSa revenue.

↑ Add Custody Psychiatry and Pharmacy Staffing

Recommended Action: Add 2.0 FTE Pharmacy Technician positions and 1.0 FTE Psychiatrist III positions at SCVMC to serve Custody Health Services and reduce appropriations for extra help and overtime to offset the cost of these positions.

Service Impact: The new Psychiatrist III position will help staff to better respond to the increased needs in the Acute Psychiatric Unit. The census on the Acute Psychiatric Unit has increased by 10% in FY 2014, and out of county admissions to the Unit by 21%. The increased census requires additional professional staff to meet the needs of this fragile population.

The new Pharmacy Technician positions will help staff to better respond to the need for increased doses and will improve safety and accuracy of medication delivery system to patients by managing all medication automated dispensing cabinets in the custody system. The average monthly dose dispensed increased from 530,895 in Calendar Year 2012 to 636,436 in Calendar Year 2013. This is an increase of over 20% in just one year. The Pharmacy managed the increase in workload by prioritizing tasks to meet only the immediate patient care need which are to deliver uninterrupted medications to inmates.

The FY 2015 cost of these positions budgeted in SCVMC are \$425,070 and SCVMC is provided a reimbursement by Custody Health. The ongoing cost of new positions is completely offset by a reduction in appropriations for unexpended funds for extra help and overtime.

Positions Added in BU 921: 3.0 FTE
Ongoing Net Cost: \$0

● Public Safety Realignment Program (AB 109)

Recommended Action: Recognize one-time General Fund revenue from the Public Safety Realignment Fund 0433 to support ongoing costs.

Service Impact: The use of available one-time Public Safety Realignment funds preserves the current level of service for FY 2015. Total Public Safety Realignment Program ongoing costs Countywide are \$42,744,760. However, ongoing revenue for FY 2015 is only \$39,116,226. One-time funds of \$3,628,534 are available from the Public Safety Realignment Fund 0433 fund balance for use in FY 2015 and are allocated to various departments to offset the total cost of Public Safety Realignment Program resources use of available one-time

One-time Savings: \$400,522

Custody Health Services— Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ (805,430)	\$ —	\$ (142,988)	\$ (142,341)	\$ (142,341)	NA
4150	Juvenile Probation Med Svcs Fund 0001	16,264	—	—	2,680	2,680	NA
4160	Children's Shelter Med Svcs Fund 0001	35,330	—	—	92	92	NA
041401	Adult Custody Med Svcs Fund 0001	541,743	255,736	25,000	43,778	(211,958)	-82.9%
041402	Adult Custody Mental Health Svcs Fund 0001	2,640,727	3,721,726	4,505,357	4,510,994	789,268	21.2%
Total Net Expenditures \$		2,428,633 \$	3,977,462 \$	4,387,369 \$	4,415,203 \$	437,741	11.0%

Custody Health Services— Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 277,441	\$ 1,178,000	\$ 1,296,955	\$ 1,507,497	\$ 329,497	28.0%
4150	Juvenile Probation Med Svcs Fund 0001	3,431,009	4,244,963	4,127,227	3,954,207	(290,756)	-6.8%
4160	Children's Shelter Med Svcs Fund 0001	239,317	61,646	44,858	44,950	(16,696)	-27.1%
041401	Adult Custody Med Svcs Fund 0001	28,949,292	31,420,451	31,395,464	30,774,409	(646,042)	-2.1%
041402	Adult Custody Mental Health Svcs Fund 0001	11,346,289	13,196,895	13,896,753	14,348,169	1,151,274	8.7%
Total Gross Expenditures \$		44,243,348 \$	50,101,955 \$	50,761,257 \$	50,629,232 \$	527,277	1.1%

Custody Health Services— Budget Unit 414 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 33,225,449	\$ 36,792,335	\$ 37,263,264	\$ 36,678,335	\$ (114,000)	-0.3%
Services And Supplies	11,001,808	13,309,620	13,497,993	13,950,897	641,277	4.8%
Fixed Assets	16,092	—	—	—	—	—
Total Gross Expenditures \$	44,243,348 \$	50,101,955 \$	50,761,257 \$	50,629,232 \$	527,277	1.1%
Expenditure Transfers	(41,814,716)	(46,124,493)	(46,373,888)	(46,214,029)	(89,536)	0.2%
Total Net Expenditures \$	2,428,633 \$	3,977,462 \$	4,387,369 \$	4,415,203 \$	437,741	11.0%



Custody Health Services— Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 308	\$ —	\$ —	\$ —	—	—
041401	Adult Custody Med Svcs Fund 0001	30,261	255,736	25,000	25,000	(230,736)	-90.2%
041402	Adult Custody Mental Health Svcs Fund 0001	1,829,143	3,687,477	4,317,701	4,718,223	1,030,746	28.0%
Total Revenues \$		1,859,713 \$	3,943,213 \$	4,342,701 \$	4,743,223 \$	800,010	20.3%

Custody Health Services— Budget Unit 414 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 29,954	\$ 25,000	\$ 25,000	\$ 25,000	—	—
Other Financing Sources	1,829,758	3,918,213	4,317,701	4,718,223	800,010	20.4%
Total Revenues \$	1,859,713 \$	3,943,213 \$	4,342,701 \$	4,743,223 \$	800,010	20.3%

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 2014 Approved Budget	6.0	\$ —	\$ —
Board Approved Adjustments During FY 2014	—	(15,682)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	134,276	—
IntraCounty Adjustments	—	(261,582)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ (142,988)	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (209,248)	\$ —
Decision Packages			
Add Custody Administration Position	1.0	209,895	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 647	\$ —
Recommended Budget	7.0	\$ (142,341)	\$ —



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 2014 Approved Budget	17.2	\$ —	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(129,165)	—
IntraCounty Adjustments	—	124,042	—
Other Adjustments	—	5,123	—
Subtotal (Current Level Budget)	17.2	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 178,380	\$ —
Decision Packages			
Add Custody Main Jail Mental Health Positions	—	(175,700)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,680	\$ —
Recommended Budget	17.2	\$ 2,680	\$ —

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 2014 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2014	-2.0	(175,786)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	174,359	—
IntraCounty Adjustments	—	16,124	—
Other Adjustments	—	(14,697)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 92	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 92	\$ —
Recommended Budget	—	\$ 92	\$ —



Adult Custody Med Svcs Fund 0001 — Cost Center 041401 Major Changes to the Budget

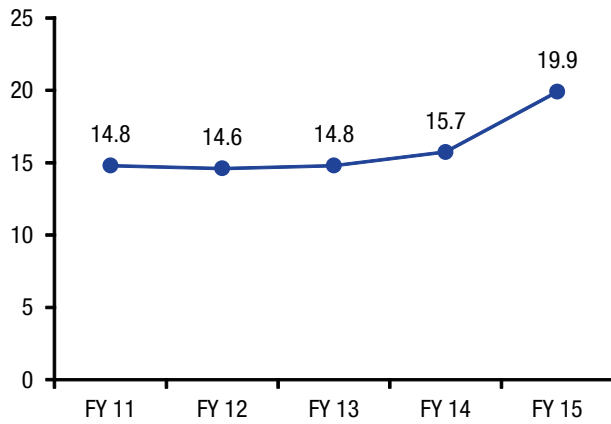
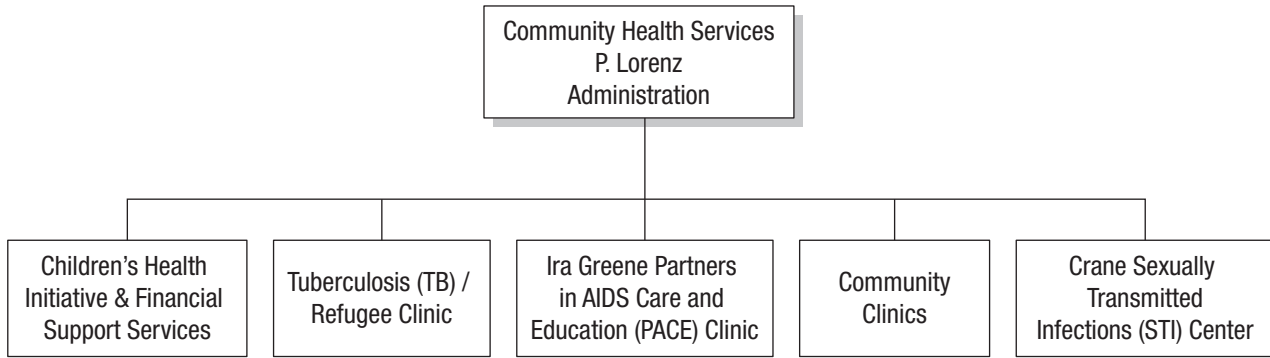
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	106.7	\$ 255,736	\$ 255,736
Board Approved Adjustments During FY 2014	2.0	15,682	(230,736)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	137,041	—
IntraCounty Adjustments	—	(319,283)	—
Other Adjustments	—	(64,176)	—
Subtotal (Current Level Budget)	108.2	\$ 25,000	\$ 25,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 840,737	\$ —
Decision Packages			
Add Custody Main Jail Mental Health Positions	—	(186,994)	—
Add Custody Main Jail Medical Positions	2.0	(425,070)	—
Add Custody Administration Position	—	(209,895)	—
Add Custody Elmwood Medical Positions	2.0	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 18,778	\$ —
Recommended Budget	112.2	\$ 43,778	\$ 25,000

Adult Custody Mental Health Svcs Fund 0001 — Cost Center 041402 Major Changes to the Budget

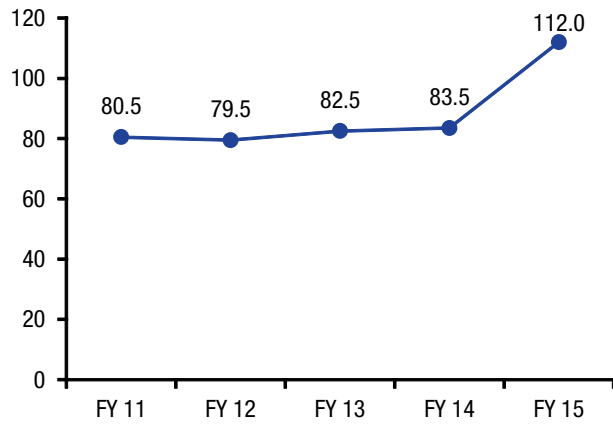
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	80.6	\$ 3,721,726	\$ 3,687,477
Board Approved Adjustments During FY 2014	0.1	466,414	697,150
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	146,183	—
IntraCounty Adjustments	—	98,321	(66,926)
Other Adjustments	—	72,713	—
Subtotal (Current Level Budget)	79.2	\$ 4,505,357	\$ 4,317,701
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ (197,198)	\$ 400,522
Decision Packages			
Delete MHSA Innovation 9 Reentry Position	-1.0	(159,859)	—
Add Custody Main Jail Mental Health Positions	6.5	362,694	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	5.5	\$ 5,637	\$ 400,522
Recommended Budget	84.7	\$ 4,510,994	\$ 4,718,223



Community Health Services



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: 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; Ambulatory Public Health Clinics (PHC), which provide health assessments and treatments for residents with HIV and/or Tuberculosis (TB); and Community Clinics (CC), which provides financial support to system partners to assist the County in fulfilling the County's Welfare Institutions Code Section 17000 requirements.

Financial Support Services

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, Mental Health, and Drug & Alcohol departments' finances. As more clients are converted from uninsured to insured,

services provided can be billed to a third party instead of solely using the County's General Fund to fund the service. This is also the case for community-based organizations that serve publicly insured patients, as enrolled patients can also seek care at those locations.

The FSS unit's work has grown with the implementation of the Affordable Care Act. Since an increased number of individuals qualify for Medi-Cal under the terms of the Affordable Care Act, FSS staff work load has increased. Enrollments in Covered California also will increase the time FSS staff must spend with each applicant due to the number of choices an individual must make (plan, coverage level, and provider).

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, with different physicians and different patients. The patient load for the Infectious Disease Clinic has increased and now has two additional clinics each week.

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

The Santa Clara Valley Medical Center 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

Financial Support Services – Patient Access

The Patient Access Department will continue to provide financial counseling assistance in the areas of: the Emergency Department, Express Care, Admitting, Inpatient, Outpatient and Community Clinics.

The Patient Access Department is moving toward a pro-active and progressive model of completing the front-end processes, registration, and financial screening. The next phase will include pre-registration and screening of patients with appointments. The Patient Access Department must also shift emphasis to the retention of coverage of those individuals successfully transitioned from the Valley Care program to coverage under a Medi-Cal managed care plan.

Refugee Health Program

For refugee populations, the major issue is tying them into ongoing care for the medical problems identified through their initial exams. Refugees lose their Medi-Cal benefits at eight months, dental care for adults is virtually unavailable, and mental health care for many of the refugees is a priority. Through a partnership with the Asian Americans for Community Involvement Center for Survivors of Torture, on-site screening is provided for refugees who may be suffering from Post Traumatic Stress Disorder (PTSD), anxiety, and/or depression, and it has been extremely helpful for patients.

PACE Clinic – HIV/AIDS Care

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 re-infection with TB, syphilis, and Hepatitis C among PACE Clinic patients, all of which negatively impact maintenance of optimal health for those infected with HIV.

Many of the patients who are currently covered by Ryan White grant-funded programs qualify for the Low-Income Health Program (LIHP). During the past 18 months, approximately 200 patients have been transitioned from the Ryan White Program to the Low-Income Health Program (LIHP) and then into the Medi-Cal expansion, thus reducing the number of patients eligible for coverage under the Ryan White Program and also reducing funding. Delivery System Reform Incentive Payments (DSRIP) added a Category V for HIV care to monitor the transition of patients from the RWP to the LIHP for the 18 months ending December 2013. This program has provided funding for meeting the metrics of quality care.



County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Augment Staff in the PACE Clinic	↑	The position will support the providers in rooming patients, doing medication verification, and discharge paperwork.	1.0	—	—
Establish Contract with MayView Community Health Center	↑	The contract resource will help reduce outside referrals and long wait times.		\$115,000	
Transfer Positions between Community Health Services and SCVMC	◆	This action will align positions doing similar functions in the same department.	27.5	—	—

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

↑ Augment Staff in the PACE Clinic

Recommended Action: Add 1.0 FTE alternately staffed Licensed Vocational Nurse/Medical Assistant position in the PACE Clinic.

Service Impact: Support staff has remained constant despite an increase in clinic volume of 14% over the past two years. The additional LVN/MA position will support the providers in rooming patients, doing medication verification, discharge paperwork, and other duties.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0

Increased ongoing cost of \$95,475 is completely offset by a reduction in appropriations for Services & Supplies.

↑ Establish Contract with MayView Community Health Center

Recommended Action: Establish a contract in the amount of \$115,000 per year for Fiscal Year 2015 and FY 2016 with the MayView Community Health Center to provide an on-site OB/GYN at MayView clinics two days per week.

Service Impact: The OB/GYN will support primary care physicians working with perinatal patients. The contract resource will help reduce outside referrals, which are disruptive to the coordination of care and inconvenient to patients, as well as long wait times for important procedures.

Background: MayView's inability to fund an on-site OB/GYN is the result of a variety of Federal, State, and local actions. One of the more significant impacts to MayView was the loss of a \$100,000 rent subsidy from the County when it had to relocate its Mountain View clinic due to the closing of the North County Social Services office earlier this year.

Ongoing Cost: \$115,000
For FY 2015 and FY 2016 only

◆ Transfer Positions between Community Health Services and SCVMC

Recommended Action: Transfer resources between Community Health Services (CHS) and the Santa Clara Valley Medical Center (SCVMC) to better align department budgets and staffing with the actual work process.

- Transfer 7.0 FTE from CHS to the SCVMC.
- Transfer 34.5 positions from the SCVMC to CHS.
- Transfer corresponding Services and Supplies budgets between budget units.

This action will require deleting existing codes and creating new codes in the respective departments. It will also require adjustments to the General Fund hospital subsidy to ensure no net fiscal impact to the General Fund.



Summary of Position Changes

Classification	FTE	Cost/(Savings)
Supervising Health Services Rep II	2.0	\$232,864
Senior Health Services Rep	31.5	\$3,122,207
Supervising Patient Business Services Clerk	1.0	\$126,335
Total	34.5	\$3,481,406

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Ambulatory Services Manager	-1.0	(\$181,735)
Administrative Assistant	-1.0	(\$98,549)
Senior Health Services Rep	-4.0	(\$401,312)
Prevention Program Analyst II	-1.0	(\$151,599)
Total	-7.0	(\$833,195)

Service Impact: Currently, Patient Access staff perform the same functions in both the SCVMC and Community Health Services. Similarly, there are seven positions currently in Financial Support Services that actually work in Ambulatory Care & Community Health Services. This is challenging managerially as the staff are not all in one department and the procedures can be

somewhat different for the Enterprise Fund (SCVMC) and the General Fund (CHS) departments. This action will move positions in both departments so that all positions doing similar functions under the same supervision will be in the same department.

Background: A discrete department for Community Outreach Services was established in 2001. Under the direction of Santa Clara Valley Medical Center Ambulatory Care and Community Health Services, the department contained the School-Linked Services program coordinating services for children and families on school sites and the Medi-Cal Outreach program assisting community residents with Medi-Cal and other third party payor eligibility and applications. The Medi-Cal Outreach program was later renamed Financial Support Services and transferred under the direction of the Santa Clara Valley Health & Hospital System Financial Services Division Patient Access program.

Positions Added: 34.5 FTE

Positions Deleted: 7.0 FTE

Ongoing Net Cost: \$0

Adjustments to the General Fund hospital subsidy result in no net fiscal impact.

Community Health Services— Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4181	School Linked Svcs Fund 0001	\$ 394	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	3,792,970	4,649,953	4,758,562	7,837,428	3,187,475	68.5%
4183	Partners in AIDS Care & Education Fund 0001	2,806,104	2,346,870	3,323,192	3,325,779	978,909	41.7%
4184	TB Refugee Clinic Fund 0001	3,226,399	3,403,178	3,512,077	3,514,757	111,579	3.3%
4185	Community Clinics Fund 0001	3,421,619	3,327,321	3,417,676	3,433,629	106,308	3.2%
Total Net Expenditures		\$ 13,247,486	\$ 13,727,322	\$ 15,011,507	\$ 18,111,593	\$ 4,384,271	31.9%



Community Health Services— Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4181	School Linked Svcs Fund 0001	\$ 394	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	3,792,970	4,649,953	4,758,562	7,837,428	3,187,475	68.5%
4183	Partners in AIDS Care & Education Fund 0001	4,072,235	4,177,955	4,760,087	4,762,674	584,719	14.0%
4184	TB Refugee Clinic Fund 0001	3,398,406	3,584,784	3,693,683	3,696,363	111,579	3.1%
4185	Community Clinics Fund 0001	3,421,619	3,327,321	3,417,676	3,433,629	106,308	3.2%
4186	ACHS STD Clinic at Lenzen - Fund 0001	—	—	177,359	177,359	177,359	NA
Total Gross Expenditures		\$ 14,685,625	\$ 15,740,013	\$ 16,807,367	\$ 19,907,453	\$ 4,167,440	26.5%

Community Health Services— Budget Unit 418 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 8,395,225	\$ 9,367,212	\$ 9,981,759	\$ 12,650,333	\$ 3,283,121	35.0%
Services And Supplies	6,278,516	6,372,801	6,825,608	7,257,120	884,319	13.9%
Fixed Assets	11,884	—	—	—	—	—
Total Gross Expenditures	\$ 14,685,625	\$ 15,740,013	\$ 16,807,367	\$ 19,907,453	\$ 4,167,440	26.5%
Expenditure Transfers	(1,438,139)	(2,012,691)	(1,795,860)	(1,795,860)	216,831	-10.8%
Total Net Expenditures	\$ 13,247,486	\$ 13,727,322	\$ 15,011,507	\$ 18,111,593	\$ 4,384,271	31.9%

Community Health Services— Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	\$ 1,862,663	\$ 1,914,094	\$ 1,914,094	\$ 1,914,094	—	—
4183	Partners in AIDS Care & Education Fund 0001	1,518,618	1,913,704	2,256,776	2,256,776	343,072	17.9%
4184	TB Refugee Clinic Fund 0001	2,621,816	2,899,684	2,899,684	2,899,684	—	—
Total Revenues		\$ 6,003,097	\$ 6,727,482	\$ 7,070,554	\$ 7,070,554	\$ 343,072	5.1%



Community Health Services— Budget Unit 418

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Aid From Government Agencies - State	\$ 668,990	\$ 734,878	\$ 734,878	\$ 734,878	—	—
Aid From Government Agencies - Federal	1,799,322	2,166,704	1,394,532	1,394,532	(772,172)	-35.6%
Other Financing Sources	1,257,279	1,304,394	1,304,394	1,304,394	—	—
Charges For Services	2,277,505	2,521,506	3,636,750	3,636,750	1,115,244	44.2%
Total Revenues	\$ 6,003,097	\$ 6,727,482	\$ 7,070,554	\$ 7,070,554	343,072	5.1%

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 2014 Approved Budget	38.0	\$ 4,649,953	\$ 1,914,094
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	132,708	—
IntraCounty Adjustments	—	(4,223)	—
Other Adjustments	—	(19,876)	—
Subtotal (Current Level Budget)	37.0	\$ 4,758,562	\$ 1,914,094
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 98,949	—
Decision Packages			
Transfer Positions to the Santa Clara Valley Medical Center	-6.0	(751,615)	—
Transfer Positions between Community Health Services and VMC	34.5	3,731,532	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	28.5	\$ 3,078,866	\$ —
Recommended Budget	65.5	\$ 7,837,428	\$ 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 2014 Approved Budget	22.5	\$ 2,346,870	\$ 1,913,704
Board Approved Adjustments During FY 2014	—	343,072	343,072
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	256,128	—
IntraCounty Adjustments	—	407,018	—
Other Adjustments	—	(29,896)	—



Partners in AIDS Care & Education Fund 0001 — Cost Center 4183
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	23.5	\$ 3,323,192	\$ 2,256,776
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,587	\$ —
Decision Packages			
Augment Staff in the PACE Clinic	1.0	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 2,587	\$ —
Recommended Budget	24.5	\$ 3,325,779	\$ 2,256,776

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 2014 Approved Budget	22.0	\$ 3,403,178	\$ 2,899,684
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	114,184	—
IntraCounty Adjustments	—	8,348	—
Other Adjustments	—	(13,633)	—
Subtotal (Current Level Budget)	22.0	\$ 3,512,077	\$ 2,899,684
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,680	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,680	\$ —
Recommended Budget	22.0	\$ 3,514,757	\$ 2,899,684

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 2014 Approved Budget	1.0	\$ 3,327,321	\$ —
Board Approved Adjustments During FY 2014	—	97,587	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,518	—
IntraCounty Adjustments	—	(12,164)	—
Other Adjustments	—	(586)	—
Subtotal (Current Level Budget)	1.0	\$ 3,417,676	\$ —



Community Clinics Fund 0001 — Cost Center 4185
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Transfer Positions to the Santa Clara Valley Medical Center	-1.0	(99,047)	—
Establish Contract with MayView Community Health Center	—	115,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 15,953	\$ —
Recommended Budget	—	\$ 3,433,629	\$ —



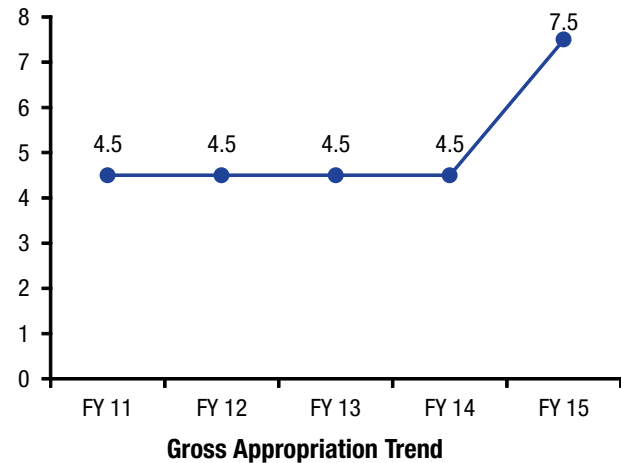
Children's Health Initiative

Overview

The Santa Clara County Board of Supervisors approved the creation of the Children's Health Initiative (CHI) in 2000. The goal of CHI is to provide comprehensive health, dental and vision coverage for 100% of the uninsured children in Santa Clara County whose families earn 300% of the federal poverty level or below. To meet this goal, CHI established significant program principles:

- Every child in Santa Clara County shall have real access to regular health care as a result of being insured.
- No uninsured child who is a resident of Santa Clara County and whose parents earn at or below 300 percent of the federal poverty level shall be turned away from receiving health coverage.
- The outreach plan shall become a model "best practices" program within the State of California, with elements that include education of families on the appropriate use of benefits and the health care system, and improvement of enrollment retention.

A key component in the development and success of the CHI was the creation of the Healthy Kids 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 215,000 children have been assisted in enrolling for the three programs. When the CHI was created, 2/3 of the 71,000 uninsured children in the county were eligible for government programs but had not enrolled. This has decreased significantly; now there are only an estimated 18,000 uninsured children in Santa Clara County.



In addition, Santa Clara County's CHI program was replicated in 29 other counties across the state, demonstrating the success and value of the approach. Some of the CHIs have closed their programs due to fund raising difficulties, but all remain committed to connecting children to healthcare.

Each year since 2000, the Board of Supervisors has allocated \$3,000,000 from Tobacco Settlement Funds to underwrite premiums for children; these funds are leveraged to draw additional funding from cities, foundations, businesses and private philanthropy.

Beginning in 2006, this program began to draw down federal matching funds for health insurance for qualified children in the Healthy Kids program whose families earn between 250-300% of the 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 Healthy Kids program to cover all eligible children in families earning up to 400% of the Federal Poverty Level (FPL).

In FY 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 at the 400% FPL level.

Significant changes resulting from national health reform require that Santa Clara Valley Health & Hospital System (SCVHHS) coordinate with various governmental agencies to implement this change in coverage.

For example, the Department of Health Care Services has proposed to cover the C-CHIP enrolled children by expanding Medi-Cal as part of their federal

maintenance of effort. Having these children covered by Medi-Cal would be positive and the implications of this policy change is being fully explored.

Subsequently, SCVHHS and SCFHP are working with local stakeholders to secure a July 1, 2014 implementation date for the expansion as part of a local coverage initiative. In FY 2014, SCVHHS expects to spend only \$300,000 of the \$3 million Measure A allocation for development purposes. At the end of FY 2014, all unexpended Measure A funds will be returned to General Fund, to be reserved for future allocation by the Board of Supervisors. In FY 2015 it is expected that the full \$3 million Measure A allocation will be utilized for the program expansion.

Healthy Children— Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6112	Healthy Children Fund 0012	\$ 3,763,958	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%
Total Net Expenditures		\$ 3,763,958	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%

Healthy Children— Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6112	Healthy Children Fund 0012	\$ 3,763,958	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%
Total Gross Expenditures		\$ 3,763,958	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%

Healthy Children— Budget Unit 612 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 3,763,958	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%
Total Net Expenditures	\$ 3,763,958	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%



Healthy Children— Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6112	Healthy Children Fund 0012	\$ 3,382,354	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%
Total Revenues		\$ 3,382,354	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%

Healthy Children— Budget Unit 612 Revenues by Type

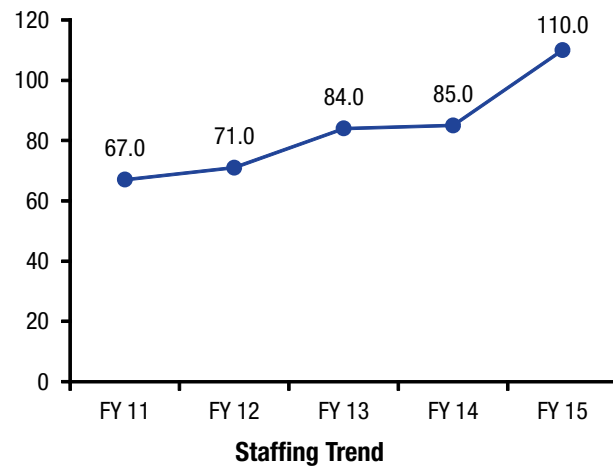
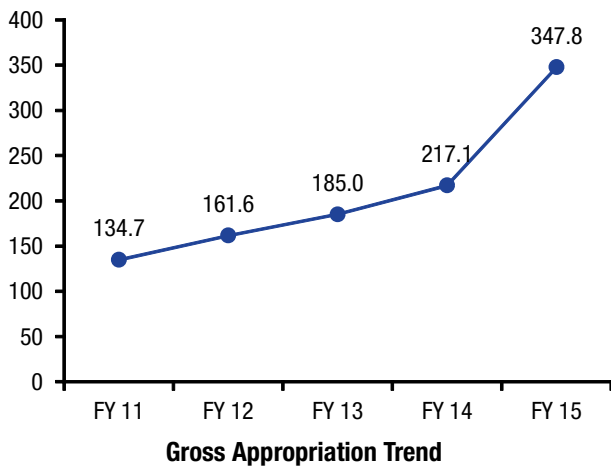
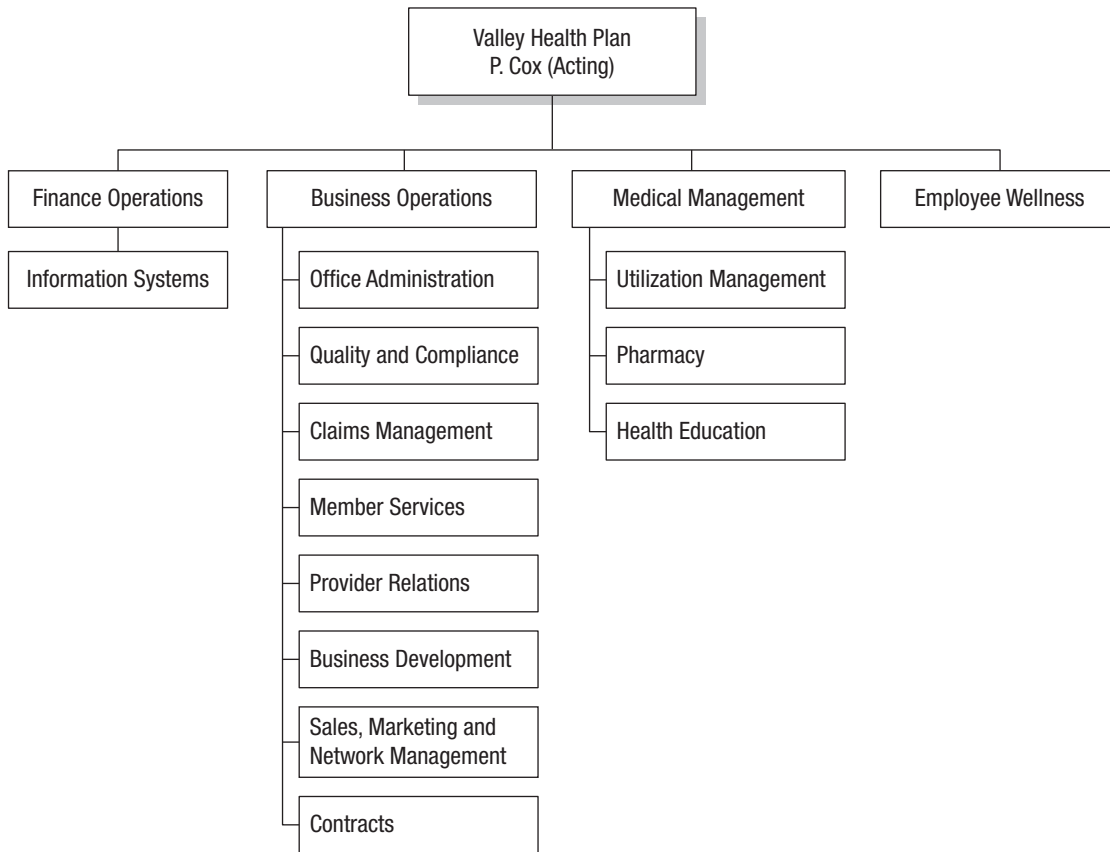
Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 6,000	\$ —	\$ —	\$ —	\$ —	—
Aid From Government Agencies - Federal	376,355	1,500,000	1,500,000	1,500,000	—	—
Other Financing Sources	3,000,000	3,000,000	6,000,000	6,000,000	3,000,000	100.0%
Total Revenues	\$ 3,382,354	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 3,000,000	66.7%

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 2014 Approved Budget		— \$	4,500,000 \$
Board Approved Adjustments During FY 2014		—	3,000,000
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 2015			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	— \$
Recommended Budget		— \$	7,500,000 \$



Valley Health Plan



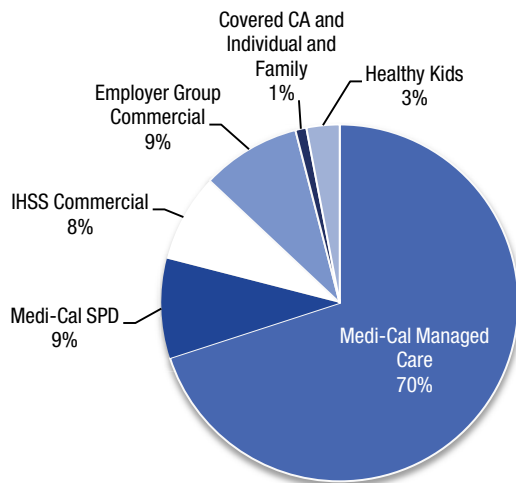
Public Purpose

- ➔ 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 2014, VHP manages more than 104,100 lives across several product lines as indicated in the following graph:



Valley Health Plan Enrollment by Product Line as of February 2014

In 2014 the Valley Care program ended and the members in that program, have moved into Medi-Cal Managed Care through the Medi-Cal Expansion

program. This shift in membership from Valley Care to Medi-Cal Managed Care increased the enrollment from 65% in FY 2013 to 70% in FY 2014.

Also in 2014, VHP implemented the Covered California line of business which insures qualified individuals and families in Santa Clara County. This enabled Valley Health Plan to become an outward-facing plan with the ability to enroll individual members not connected to any of its Employer Groups. Most enrollees qualify for premium assistance through the Federal government and will now be able to receive medical insurance at an affordable price based on their income levels.

Valley Health Plan currently offers commercial HMO insurance to employees of Santa Clara County, In-Home Supportive Services (IHSS) workers, Valley Transportation Authority, Valley Medical Center Foundation, South Bascom Pediatrics, Inc., Santa Clara County Fairgrounds, Sourcewise (formerly the Council on Aging) and the Santa Clara County Office of Education. 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

Three issues pose significant challenges and opportunities for VHP.

- Valley Health Plan is seeking full accreditation from the National Committee for Quality Assurance (NCQA) as a Covered California Issuer must have NCQA accreditation in order to participate in the Exchange market. Requirements for this accreditation include compliance and regulatory thresholds that must be met in order to obtain this recognition.
- The Diamond system has been VHP's core claims system since 1996 and in its current state is

becoming a barrier to the rapidly changing environment of managed health care. A core system replacement is one of VHP's highest priorities.

- VHP will begin the application process in FY 2015 to create a Medicare Advantage (MA) Commercial product. Similar to the work required to become a Qualified Health Plan for Covered California, The MA implementation will require extensive planning and development work. The lessons learned thus far from Covered California will have a resonance with the implementation of Medicare Advantage.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Commercial Membership Increase	↑	Increase revenue and expenditures based on an increase in Commercial membership.	—	\$1,684,152	—
Delegated Membership Increase	↑	Increase revenue and expenditures based on an increase in Delegated membership.	—	(\$2,453,355)	—
Service Enhancements	↑	Increase staff to support VHP operations.	11.0	\$1,420,529	—
Covered California Projections	↑	Establish budget for the Covered California line of business.	—	(\$2,323,908)	—
Employee Wellness and Health Rate Reimbursement	↑	Adjust the Health Rate reimbursement to support Employee Wellness initiatives and programs.	—	(\$917,747)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Commercial Membership Increase

Recommended Action: Increase budgeted revenues by \$32,769,588 and expenditures by \$34,453,740 based on a 3% membership and 13% premium increase in Commercial Employer Group.

Service Impact: The increases, based on prior year experience, reflects an increase of members from 18,700 to 19,261 by the end of FY 2015; an increase of 561 members. In addition to this increase in membership, VHP experienced a growth in membership of approximately 307 in FY 2014 which is included in the



budgeted revenue and expenditure increases. Increases in membership often have the greatest impacts to the departments with direct member or provider contact which includes Member Services, Utilization Management (UM), and Claims. In FY 2015 the relationship between VHP and SCVMC will change from a capitation to a fee-for-service arrangement. An increase in administrative withhold is required to sustain the level of services provided to all of VHPs providers, including SCVMC.

Ongoing Cost: \$1,684,152
 Net Increase in Cost: \$34,453,740
 Net Increase in Revenue: \$32,769,588

↑ Delegated Membership Increase

Recommended Action: Increase budgeted revenues by \$88,263,666 and expenditures (disbursements to Providers) by \$85,810,311 based on increases in Delegated membership. The remaining \$2,453,355 is applied to VHP's operational cost including the cost in the Service Enhancements recommendation.

Service Impact: Based on prior year experience, Delegated membership is being increased by the following amounts:

- Medi-Cal Managed Care – 5%
- Medi-Cal Managed Care SPD (Seniors and Persons with Disabilities) – 3%
- Medi-Cal Medicare Duals (Duals) – 3%
- Healthy Kids – 3%
- Medi-Cal Expansion (MCE) – 10%
- Ability to Pay Determination (APD) – 15,000 members (newly captured population)

The increase in membership will have minimal impact on most areas of operation at VHP except for those areas with direct member contact. One of the most notable changes in FY 2014 is the elimination of the Healthy Families; however, most of these members qualify for Medi-Cal Managed Care (MCMC) and have been moved into that line of business. The growth of the MCMC membership can also be directly attributed to the inception of Covered California, the State's insurance exchange product. Members who do not qualify for the Covered California product due to a lower Federal Poverty Level (FPL) than accepted by the

program, could potentially qualify for Medi-Cal Expansion (MCE). This population will continue to grow as the program continues and VHP is projecting a 10% increase in MCE enrollment.

Net Ongoing Savings: \$2,453,355

Ongoing Cost \$85,810,311
 Ongoing Revenue: \$88,263,666

↑ Service Enhancements

Recommended Action: Add 11.0 FTE positions to support VHP operations in areas of Utilization Management, Claims, Business Development and Denials & Grievances, a new unit for appeals, denials, and grievances.

Class	Description	FTE
Utilization Management (UM) Unit		
S19	Utilization Review (UR) Coordinator	3.0
D35	VHP Assistant	1.0
Business Development Unit		
B1N/B1P	Sr. Mgmt Analyst/Mgmt Analyst	2.0
Claims Unit		
D4M	VHP Claims Examiners	2.0
Disputes and Grievances Unit		
S19	Utilization Review Coordinator	1.0
W71/B5X	Sr Hlth Care Prgm Anlyst/Hlth Care Prgm Anlyst	2.0
		Total 11.0

Service Impact: With the implementation of Covered California and the increase in Commercial and Delegated Membership, authorizations have increased. The additional UR Coordinators will assist the current staff in processing authorizations for the additional members. In addition, UR Coordinators case manage all medical services and identify and monitor quality issues, medical outcomes and all other mandated studies to ensure quality health care.

In addition to the UR Coordinators, a VHP Assistant is recommended for the UM Unit. VHP Assistants are the intake point for all authorizations processed by the Utilization Management Department. Due to current workloads resulting from the influx of new membership, the existing UM staff have regularly worked overtime to remain current with their tasks and to keep ahead of the backlog. The additional VHP Assistant will significantly reduce or eliminate the need for overtime and allow the UR Coordinators to focus on the duties described above.

Currently, account management services are performed in some part by the staff who support Marketing activities and by a broker contractor. As VHP grows and acquires new groups, it has become vital to have dedicated Sr Management Analyst to maintain a positive relationship with the employer groups in addition to account management services.

Over the past few years, the Claims department has received a steady increase in claims receipts. In FY 2012, VHP received about 760,000 claims, which was a 25% increase from FY 2011 and in FY 2013 there was an increase of 944,095 claims, or about 20%. For FY 2014 and 2015, an increase of approximately 15% is expected due to the increase in membership. The additional VHP Claims Examiners are recommended to meet contractual and regulatory processing turn-around times and reduce overtime. currently performed by staff.

NCQA requires much more comprehensive language to be included in responses and documentation for disputes & grievance which requires more time from VHP staff. VHP currently does not have staff dedicated to this function. A UR coordinator is recommended to review and process clinical disputes and grievances. and two Sr Health Care Program Analysts are recommended to process non-clinical disputes and grievances. Disputes and grievances have turnaround-times that must be met under specific regulatory requirements.

Positions Added: 11.0 FTE
Ongoing Cost: \$1,420,529

↑ Covered CA Projections

Recommended Action: Establish budget for Covered California line of business for FY 2015 increasing revenue by \$8,994,960 and expenditures by \$6,671,052.

Valley Health Plan— Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 431,833	\$ 837,846	\$ 917,747	\$ —	\$(837,846)	-100.0%
072501	Valley Health Plan Group Fund 0380	218,195,072	212,965,760	215,463,210	343,831,820	130,866,060	61.4%
Total Net Expenditures		\$ 218,626,904	\$ 213,803,606	\$ 216,380,957	\$ 343,831,820	\$ 130,028,214	60.8%

Service Impact: Projections for Covered California are based on current year experience of premium collection and claims activity and membership projections as compared to current enrollment and actuarial analysis. This new line of business has many unknowns. The projections remain conservative, but take into account the membership activity experienced since January, 2014. Open Enrollment will close at the end of March, 2014 for the current year and will open again in November 2014 for 2015 enrollment.

Net Ongoing Savings: \$2,323,908

Ongoing cost: \$6,671,052
Ongoing Revenue: \$8,994,960

↑ Employee Wellness and Health Rate Reimbursement

Recommended Action: Adjust employee health insurance rate reimbursement to support Employee Wellness initiatives and programs.

Service Impact: This recommendation brings the Employee Wellness Department (EWD) to full program and operations with funding supported 100% by the County employee health insurance rate. VHP has enhanced the Employee Wellness Program over the last 3 years, adding more wellness fairs, biometric screening and fitness classes. These enhancements to the EWD have been supported by reimbursements through the health rate charge and \$1.0 million one-time funding from Valley Health Plan which will be exhausted in FY 2014.

Net Ongoing Savings: \$917,747

Ongoing Savings: \$236,145
Ongoing Reimbursement from ESA: \$681,602



Valley Health Plan— Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 1,055,389	\$ 1,456,244	\$ 1,536,145	\$ 1,300,000	\$ (156,244)	-10.7%
072501	Valley Health Plan Group Fund 0380	220,793,551	215,597,705	218,095,155	346,463,765	130,866,060	60.7%
Total Gross Expenditures		\$ 221,848,940	\$ 217,053,949	\$ 219,631,300	\$ 347,763,765	\$ 130,709,816	60.2%

Valley Health Plan— Budget Unit 725 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 8,202,817	\$ 10,112,074	\$ 13,593,986	\$ 15,014,515	\$ 4,902,441	48.5%
Services And Supplies	213,646,124	206,941,875	206,037,314	332,749,250	125,807,375	60.8%
Total Gross Expenditures	\$ 221,848,940	\$ 217,053,949	\$ 219,631,300	\$ 347,763,765	\$ 130,709,816	60.2%
Expenditure Transfers	(3,222,036)	(3,250,343)	(3,250,343)	(3,931,945)	(681,602)	21.0%
Total Net Expenditures	\$ 218,626,904	\$ 213,803,606	\$ 216,380,957	\$ 343,831,820	\$ 130,028,214	60.8%

Valley Health Plan— Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 16,100	\$ —	\$ —	\$ —	\$ —	—
072501	Valley Health Plan Group Fund 0380	212,416,093	213,803,606	213,803,606	343,831,820	130,028,214	60.8%
Total Revenues		\$ 212,432,193	\$ 213,803,606	\$ 213,803,606	\$ 343,831,820	\$ 130,028,214	60.8%

Valley Health Plan— Budget Unit 725 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 251,942	\$ 300,000	\$ 300,000	\$ 300,000	\$ —	—
Aid From Government Agencies - Federal	1,995	—	—	—	—	—
Other Financing Sources	16,100	—	—	—	—	—
Revenue From Other Government Agencies	64,209	—	—	—	—	—
Charges For Services	212,097,947	213,503,606	213,503,606	343,531,820	130,028,214	60.9%
Total Revenues	\$ 212,432,193	\$ 213,803,606	\$ 213,803,606	\$ 343,831,820	\$ 130,028,214	60.8%



VHP-Employee Wellness Program-F0380 — Cost Center 7259 Major Changes to the Budget

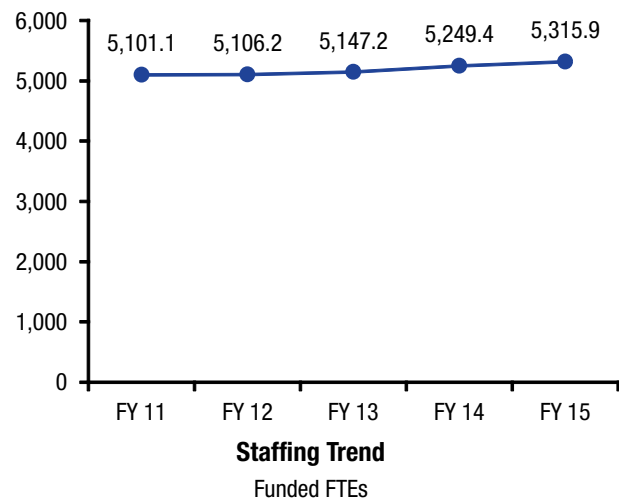
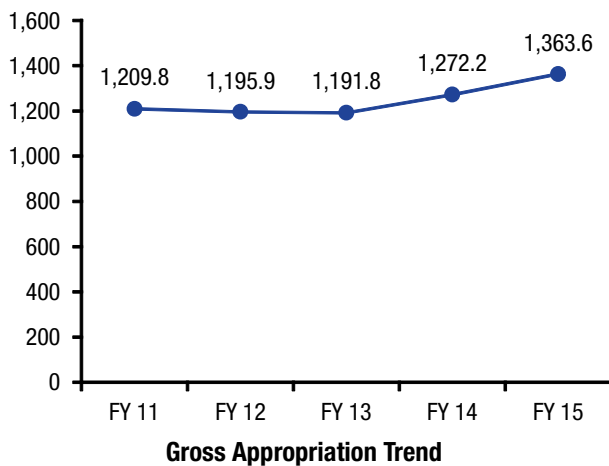
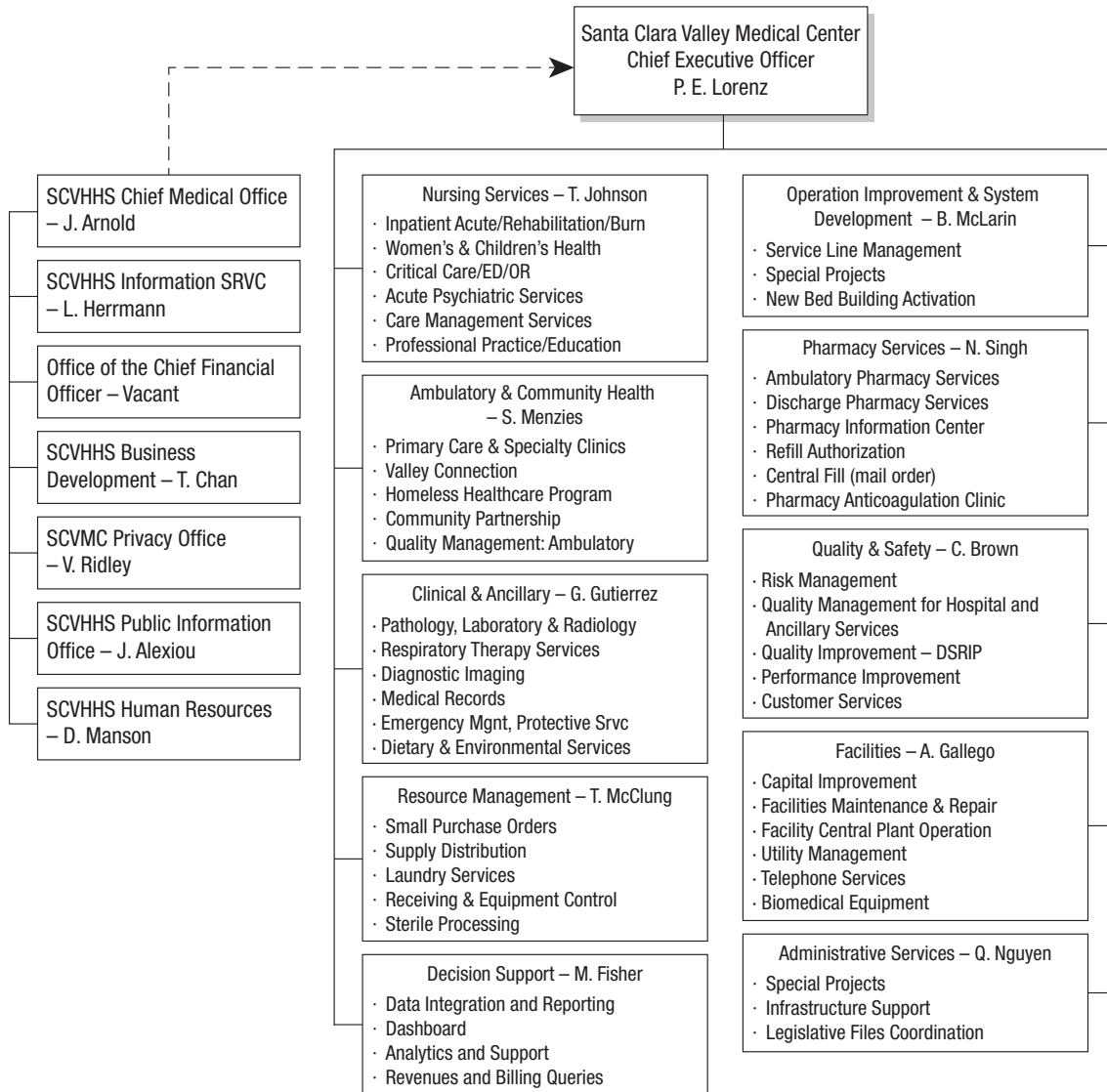
	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
Current Level Budget			
FY 2014 Approved Budget	6.0	\$ 837,846	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	83,400	—
IntraCounty Adjustments	—	(3,499)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 917,747	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Employee Wellness and Health Rate Reimbursement	—	(917,747)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (917,747)	\$ —
Recommended Budget	6.0	\$ —	\$ —

Valley Health Plan Group Fund 0380 — Cost Center 072501 Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
Current Level Budget			
FY 2014 Approved Budget	79.0	\$ 212,965,760	\$ 213,803,606
Board Approved Adjustments During FY 2014	14.0	515,376	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,343,941	—
IntraCounty Adjustments	—	638,133	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	93.0	\$ 215,463,210	\$ 213,803,606
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 12,978	\$ —
Decision Packages			
Delegated Membership Increase	—	85,810,311	88,263,666
Commercial Membership Increase	—	34,453,740	32,769,588
Service Enhancements	11.0	1,420,529	—
Covered California	—	6,671,052	8,994,960
Information Technology			
Capital			
Subtotal (Recommended Changes)	11.0	\$ 128,368,610	\$ 130,028,214
Recommended Budget	104.0	\$ 343,831,820	\$ 343,831,820



Santa Clara Valley Medical Center



Public Purpose

- ➔ **Provide quality healthcare for all persons in Santa Clara County regardless of their individual ability to pay.**



Description of Major Services

Santa Clara Valley Medical Center (SCVMC) is a fully integrated and comprehensive public health care delivery system, which was founded in 1876. Serving as the largest health care safety net provider in Santa Clara County, SCVMC operates a 574-bed tertiary care hospital and eight community based clinics geographically serving diverse communities throughout Santa Clara County. SCVMC is a Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center, with nationally recognized Burn and Rehabilitation Centers, a state of the art specialty center, renal care center, and the only acute inpatient psychiatric unit in Santa Clara County. SCVMC provides a full range of health services, including ambulatory care, behavioral health, comprehensive adult and pediatric specialty services, the highest level Neonatal Intensive Care Unit, Pediatric Intensive Care Unit, women's health, comprehensive hematology/oncology services, and other critical health care services for all residents of Santa Clara, regardless of economic status.

The vision of the Santa Clara Valley Health & Hospital System (SCVHHS) is to achieve Better Health for All. To promote health, SCVMC seeks to provide seamless coordination of care to contribute towards the objectives of a healthy lifespan, reducing the burden of illness and the cost of care.

Commitment to ensuring a positive patient experience is central to the design of care and service for patients, families and clients. Every contact makes a difference. This relationship is crucial to achieving what is known in health care as the "Triple Aim" – improving the experience of care, improving the health of populations and reducing the cost of care.

Through its Medical Home model, SCVMC is changing how health care services are provided. A Medical Home is a partnership between a patient, their doctor and a team of health care professionals. The doctor leads the team in providing continuous and coordinated care, ideally throughout the lifetime of the patient. The team supports the doctor in managing the care plan. Patients, families and clients are involved in their own care and work with the team to determine how best to achieve a healthier status. Health care services provided in a Medical Home include preventive services, treatment of acute and chronic illness and help with end-of-life choices. In addition, Behavioral Health Services are provided at the Valley Health Center sites located at East Valley, Gilroy, Milpitas, Sunnyvale and Alexian.

SCVMC has over 5,000 employees; among them are 350 physicians who train 170 Residents and Fellows per year as a Graduate Medical Education provider. Nursing and the allied health professionals train many of the licensed professionals who graduate from local colleges and universities. Innovative therapies and research, such as

stem cell research and brain cooling, are just a few examples of clinical leadership at work. In addition, SCVMC clinical leaders regularly host regional conferences in areas such as neonatal, trauma and burn care. These clinicians also provide care throughout the medical center, in the ambulatory clinics throughout the County, and serve as an ambulatory specialty provider – crucial for serving the safety net population of 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 receiving ambulatory care. Many patients across the system receive care utilizing the SCVMC interpreters.
- Medical expertise and consultation to ambulances throughout the county as a base-station hospital.
- Regional care as an American College of Surgeons verified Burn Center serving adults and children.
- Serving the largest number of patients requiring emergency care. SCVMC sees approximately 75,000 people annually and 50,000 people in its Express Care walk-in clinic.
- Delivering 4,000 babies and providing 50,000 well-baby visits annually.

Current and Emerging Issues

Economic Changes Related to Healthcare

Santa Clara Valley Medical Center's (SCVMC) payer mix will continue to change in 2015 related to the Patient Protection and Affordable Care Act (ACA) implementation which includes Medi-Cal expansion and participation in Covered California. SCVMC will focus on ensuring existing members, who now have a choice in selecting a provider, retain SCVMC. SCVMC will serve over 250,000 individuals in FY 2015. The enrollment in Covered California has been slow; however, the numbers are increasing with a goal of 2,000 in by the end of FY 2015. The goals for the covered lives by the end of 2015 are approximately: 80,000 VHP Medi-Cal Managed Care, 18,000 VHP Commercial, 21,500 Medi-Cal Coverage Expansion (MCE), and 2,000 Covered California

It is projected at least 140,000 residents in Santa Clara County will remain uninsured in 2019 as they do not qualify because of immigration or financial status for other sources of coverage.¹

1. "After Millions of Californians Gain Health Coverage under the Affordable Care Act, who will Remain Uninsured?" UC Berkeley Center for Labor, Research and Education & UCLA Health Center for Policy and Research, September 2012.

As part of the Health & Hospital System, SCVMC will continue helping residents focus on health and well-being by improving access to primary and specialty care in the ambulatory setting, reducing dependence on the emergency department and, after hospitalization, ensuring patients are not readmitted to the hospital by providing the necessary ongoing care utilizing community based resources.

Health Care Reform

Health Care Reform remains a significant issue for the County, the Health & Hospital System and the nation. Coverage changes began January 1, 2014 and many challenges will continue through December 31, 2015 as consumers experience shifts in health coverage, as well as providers.

Reduction in State funding including \$38.5 million for Realignment (due to AB 85) and an estimated \$4 million from the Safety Net Care Pool will have a significant impact on the SCVMC revenue stream. There will be additional reductions in these areas in future years. These revenue losses will be partially offset by the Medi-Cal expansion revenue increase of \$55.1 million which highlights the importance of the retention of the Medi-

Cal population for SCVMC. Strategic initiatives that will ensure residents are satisfied with care and service are critical over the next year. There is now competition from other providers in the county, who are also expanding, to provide access to primary care to the newly insured clients as they are eligible to choose among health plans and providers. The continued priority of ensuring timely, user-friendly access to primary and specialty care is ever more important to ensure SCVMC retains market share of existing patients and gains patients from Covered California who see SCVMC as a provider of first choice. The expansion of the Patient-Centered Medical Home will provide the level of service and model of care required to move residents on the path to a healthier lifespan.

ICD 10 Implications

There will be a significant change from the International Classification of Diseases (ICD), Ninth Revision, Clinical Modification 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 physicians 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. An additional program being implemented concurrently is the Clinical Documentation Improvement (CDI) program a component to the ICD-10 implementation. The CDI program should have

a beneficial impact on SCVMC revenue over time as Clinical Documentation Improvement Specialists work with physicians and advanced practice providers to improve the accuracy of the medical record for coding and processing claims.

Customer Experience

With the continuing market competition for health care services and the pay for performance incentive plans there is a financial risk associated with ensuring the best possible experience for customers across the continuum of services from well-baby care to primary care in a patient-centered medical home or if emergency or hospital care is required.

One priority that began this year was the focus on improving the Women's and Children's Health (WCH) services by providing single room options on the postpartum unit. Other services are being evaluated to improve the experience for this service line across the continuum of care.

In addition, the priority will continue around enhancing the Patient Centered Medical Homes to meet the varying needs of consumers and to provide as much care in the community as possible. Evolution of the model will focus on providing care by the appropriate member of the care team, utilizing navigators or team members to facilitate ease of service and focus on health promotion services. Collaboration across the health system with Public Health and Mental Health will continue to ensure the customer experience is consistent for all care needs and in all settings.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings) ^a	FY 2015 One-Time Net Cost/(Savings)
Add Custody Psychiatry and Pharmacy Staffing	↑	Increase staff to address the increase census and increased volume of medication dispensed.	3.0	—	—
KidScope Physician Resources	↑	Increase staff to provide enhanced developmental pediatrician services.	0.5	—	—
Add Staff to Mental Health Contract Payment Unit	◆	Increase staff to perform Mental Health community-based organization payment reconciliations.	1.0	\$133,585	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings) ^a	FY 2015 One-Time Net Cost/(Savings)
Reassign Health Service Representatives	◆	Reassign staff to perform duties appropriate with the classification.	-1.0	(\$184,554)	—
Transfer Budget from SCVMC to MH Central Wellness Center (CWBC)	◆	Transfer positions and Services & Supplies from SCVMC to MHD to integrate the remaining staff into the CWBC.	-4.0	(\$564,270)	—
Transfer Patient Access Resources to Community Health	◆	Transfer positions from SCVMC to CHS and Services & Supplies so positions performing similar functions are under the same supervision, budget unit and cost center.	-34.5	(\$3,846,452)	—
Transfer Community Health Financial Support Resources to SCVMC	◆	Transfer positions from CHS to SCVMC and Services & Supplies so positions performing similar functions are under the same supervision, budget unit and cost center.	7.0	\$850,662	—
Realign Ambulatory Care Positions	↑	Add and delete various positions as part of a code realignment.	17.1	2,210,145	—
Ambulatory Care Staffing	↑	Increase staff in order to reduce and/or eliminate the need for extra help and overtime.	27.9	\$2,888,591	—
Finance – Accounting Staff Increase	↑	Increase Accounting staff to perform reconciliations for the General Fund and Enterprise Fund.	4.0	\$507,307	—
Environmental Services	↑	Increase staff to provide services to the new Receiving and Support Center located on the SCVMC campus.	4.0	\$323,170	—
Medical Administration Infrastructure	↑	Increase medical Administration staff to provide leadership across SCVMC.	—	\$1,226,814	—
Quality and Safety	↑	Increase staff to help meet DSRIP milestones; thereby, realizing budget revenue and reducing the risk of compliance issues.	2.0	\$362,794	—
Laboratory	↑	Increase staff to address long wait times and workload.	6.0	\$546,256	—
Protective Services	↑	Increase staff to increase presence of security on the SCVMC campus and surrounding clinics.	2.0	\$171,886	—
Dietary Program	↑	Increase staff to reduce reliance on extra help and overtime and maintain compliance	6.0	\$540,760	—
Facilities	↑	Increase staff to support additional equipment acquired as part of the Seismic Safety Project	6.0	\$667,027	—
HealthLink	↑	Increase appropriations to fund FY 2015 costs associated with HealthLink.	—	\$6,780,641	\$5,000,000
Diagnostic Imaging	↑	Increase staff to address the backlog and wait time in Ultrasound and Breast Imaging	1.0	(\$338,557)	—
Contract Management	↑	Increase staff to oversee contract development and management functions across HHS.	—	\$338,557	—

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



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings) ^a	FY 2015 One-Time Net Cost/(Savings)
Augment Hospital IT Leadership	↑	Decrease in staff to partially offset by the increase of staff in ISD	-1.0	(\$218,091)	—
Establish HHS Call Center	↑	Delete Services and Supplies to help mitigate the cost of the HHS Call Center	—	(\$100,000)	—
Augment IT Security Group	↑	Delete staff to help mitigate the cost of the IT Security Group at ISD.	-2.0	(\$328,006)	—
IT Projects - HHS General Fund Departments	↑	Allocate one-time funds for Health and Hospital System infrastructure upgrades.	—	—	\$558,450
Staffing for SAP/Ariba Project	↑	Provide Support Staff for the SAP/Ariba Project	2.0	\$230,341	(\$38,390)
Data Processing ISF Rate Increase	↑	Increase to support new programs and additional workload.	—	\$1,611,045	—

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

a. Reflects contribution of the General Fund Subsidy

General Fund Subsidy to Santa Clara Valley Medical Center

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

General Fund Subsidy to SCVMC^a

Subsidy Component	2012	2013	2014	2015 CLB	2015 Rec
VLF Revenue ^b	\$49.4	\$47.2	\$52.9	\$26.7	\$31.7
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	\$14.7	\$17.2	\$74.4	\$74.7	\$83.5
Measure A	\$0	\$0	\$0	\$5.7	\$5.7
Ongoing Subsidy	\$87.5	\$87.8	\$150.7	\$130.5	\$144.3
One-time Subsidy for HealthLink	\$0.0	\$0.0	\$16.3	\$0.0	\$5.0

a. \$ reflected in millions

b. For FY 2015 includes \$11.8 million VLF and \$19.9 million SB 1020 VLF replacement revenue

The General Fund subsidy has been adjusted due to the change in costs for current resources as well as the impact of the ACA and AB 85, and redirection of 1991 State Health Realignment. In FY 2015, it is estimated that 1991 State Health Realignment will be reduced by

\$38.5 million and the Safety Net Care Pool by \$4 million which is primarily offset by an increase of \$55.1 million in Medi-Cal Expansion revenue, \$42.5 million in Medicare and private patient revenue, \$12.3 million in Physician Insurance revenue, and \$3.4 million in State Miscellaneous revenue.

Summary of Base Adjustments to the GF Subsidy^a

Basis for Adjustment	Amount
FY 2014 Approved Budget	\$167.0
Net Increase in salaries and benefits costs ^b	\$36.4
EpiCenter-Measure A	\$1.6
Community Health Partnerships-Measure A	\$3.4
Patient Advisory Task Force-Measure A	\$.7
Net Increase in Intracounty costs ^c	\$10.9
Removal of one-time subsidy FY 2014 HealthLink	(\$16.3)
Net Decrease due to AB 85	(\$19.7)
Net Decrease due to Re-Base of Budget	(\$53.5)
Total FY 15 Current Level Budget	\$130.5

a. \$ reflected in millions

b. Includes increases due to agreements with bargaining units and changes to employee benefits.

c. County Overhead, liability insurance, data processing, etc.

In FY 2014 there was a change in methodology regarding the way SCVMC revenues are treated. In the past, hospital revenues were netted against expenditure needs and this net, positive or negative, was the amount added to the General Fund "bottomline" through an increased subsidy. The problem with this approach has been that when SCVMC revenues increase, the full



value of those increased revenues are allocated to SCVMC expenditure needs without consideration of other needs throughout the County.

In the current budget process we have changed that approach to first adjust SCVMC revenues (referred to as a “re-base”), then adjust the General Fund subsidy to SCVMC in the base accordingly.

Finally, we evaluated the SCVMC request for resources along with all other requests made by General Fund departments. This is an approach we plan to use in the future since it creates a balance among all the interests competing for scarce General Fund resources.

↑ Add Custody Psychiatry and Pharmacy Staffing

Recommended Action: Add 2.0 FTE Pharmacy Technicians and 1.0 FTE Psychiatrist III positions for Custody Health Services.

Service Impact: The new Psychiatrist III position will help staff to better respond to the increased needs in the Acute Psychiatric Unit at the Main Jail. The census on the Acute Psychiatric Unit has increased by 10% in FY 2014, and out of county admissions to the Unit by 21%. The increased census requires additional professional staff to meet the needs of this fragile population.

The new Pharmacy Technician positions will help staff to better respond to the need for increased doses and will improve safety and accuracy of medication delivery system to patients by managing all medication automated dispensing cabinets in the custody system. The average monthly dose dispensed increased from 530,895 in Calendar Year 2012 to 636,436 in Calendar Year 2013. This is an increase of over 20% in just one year. The Pharmacy managed the increase in workload by prioritizing tasks to meet only the immediate patient care need which are to deliver uninterrupted medications to inmates.

Positions Added: 3.0 FTE
Ongoing Net Cost: \$0

Ongoing Cost: \$425,070

Ongoing Reimbursement from Custody Health: \$425,070

↑ KidScope Physician Resources

Recommended Action: Delete 0.5 FTE SCVMC Physician and add 1.0 FTE Physician to provide enhanced developmental pediatrician services in the KidScope program.

Service Impact: The recommended action will increase patient access/timeliness and overall service levels. The Mental Health KidScope program provides multidisciplinary developmental assessments which includes developmental pediatrician, psychologist, occupational/speech therapist and mental health clinician components. Follow up therapy and home visitation services are provided by contracted community-based organizations. The program is funded by FIRST 5 and the Mental Health Services Act as well as Medical and Early Periodic Screening Diagnosis and Treatment revenues. In FY 2013, over 750 clients were seen. Physician staffing from 1.5 FTEs to 2.0 FTEs.

Net Positions Added: 0.5 FTE

Position Added: 1.0 FTE

Position Deleted: 0.5 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$174,801

Ongoing Reimbursement from Mental Health: \$174,801

◆ Add Staff to Mental Health Contract Payment Unit

Recommended Action: Add 1.0 FTE Senior Health Care Financial Analyst to perform Mental Health community-based organization (CBO) payment reconciliations.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The additional position will address the backlog in the reconciliation of CBO contract payments. Protracted State processing time as well as local staffing constraints have caused the backlog. The additional analyst will be dedicated to these payment reconciliations for at least two years. The Department of Mental Health contracts with various CBOs for the

provision of services to both Medi-Cal and non-Medi-Cal clients. The CBOs are paid by the County based on interim rates and total units of service. The County bills the State for the Medi-Cal services and also submits a cost report to the State after the year is over. Settlement between the State and the County takes several years and the State's final audits are several more years behind. After all of these steps are completed, the final Medi-Cal earned amounts and Medi-Cal approved units are known. A reconciliation is then done between the interim payments made to the CBOs and the final earned revenue amounts.

Positions Added: 1.0 FTE
Ongoing Cost: \$133,585

Net Increase in General Fund Subsidy: \$133,585

◆ Reassign Health Service Representatives

Recommended Action: Delete 1.0 FTE Health Service Representatives (HSR) from Patient Business Services (PBS) at SCVMC and add 1.0 FTE HSR to Mental Health Administration. In addition, move 1.0 FTE within SCVMC from Patient Business Services to Barbara Arons Pavilion (BAP).

Service Impact: The reassignment of two Health Services Representative positions that have been temporarily assisting PBS will be properly aligned to duties as their classification is not appropriate for PBS work. One position will be reassigned to Barbara Arons Pavilion and the other to Mental Health Administration.

Positions Deleted: 1.0 FTE
Ongoing Net Savings: \$184,554

Decrease in General Fund Subsidy for reassigned position: \$92,025
 Decrease in Subsidy due to and Increase in Reimbursement from Mental Health for positions to BAP: \$92,529

◆ Transfer Budget from SCVMC to MH Central Wellness Center

Recommended Action: Transfer positions and corresponding services and supplies budget, from SCVMC to the Mental Health Department.

Summary of Position Changes

Class	FTE	FTE
Y41	Psychiatric Social Worker II	-1.0
Y42	Psychiatric Social Worker I	-1.0
D1E	Senior Health Services Representative	-1.0
D2E	Health Services Representative	-1.0
Total		-4.0

Service Impact: The Mental Health Specialty Assessment Center (MHSAC) was established in 2008 as a program assisting clients to access financial and other benefit programs. At this point, the majority of the staff have been integrated into the Central Wellness and Benefits Center (CWBC) which was established in 2009 to accomplish similar benefits securement, as well as brief treatment. The Department proposes to bring the four staff now working in CWBC over to the Mental Health budget.

Positions Deleted: 4.0 FTE
Ongoing Savings: \$564,270
 Net Decrease in General Fund Subsidy: \$564,270

◆ Transfer Patient Access Resources to Community Health

Recommended Action: Transfer 34.5 FTE positions and corresponding Services and Supplies from SCVMC to Community Health Services (CHS).

Patient Access Transfer of Positions to CHS

Class	Description	FTE
D08	Sr. Health Services Representative	-2.0
D1E	Health Services Representative	-31.5
D44	Supervising Patient Business Services Clerk	-1.0
Total		-34.5

Service Impact: The recommended action will assure that positions performing similar functions to be under the same supervision and in the same department. Currently, Patient Access has staff performing the same functions in both SCVMC and Community Health Services. This is challenging managerially as the staff are not all in one department and the procedures can be different for the Enterprise Fund (SCVMC) and the General Fund (CHS) departments.

Positions Deleted: 34.5
Ongoing Savings: \$3,846,452
 Net Decrease in General Fund Subsidy: \$3,962,172



◆ Transfer Community Health Financial Support Resources to SCVMC

Recommended Action: Transfer 7.0 FTE positions and corresponding Services and Supplies from CHS to SCVMC.

Financial Support Transfer to SCVMC

Class	Description	FTE
D1E	Sr. Health Services Representative	4.0
C23	Prevention Program Analyst	1.0
C59	Ambulatory Services Manager	1.0
C60	Administrative Assistant	1.0
Total		7.0

Service Impact: The recommended action will assure that positions performing similar functions are under the same supervision and will be in the same department. Currently, there are seven positions in Financial Support Services that work in Ambulatory Care & Community Health Services. This is challenging managerially as the staff are not all in one department and the procedures can be different for the Enterprise Fund (SCVMC) and the General Fund (CHS) departments.

Positions Added: 7.0 FTE
Ongoing Cost: \$850,662

Net Increase in General Fund Costs: \$851,943

↑ Realign Ambulatory Care Positions

Recommended Action: Add and delete various positions as part of a code realignment for employees who are in half time codes but have worked full time for at least a year.

Ambulatory Care Positions Changes

Class	Description	FTE Added	FTE Deleted	FTE Change
S75	Clinic Nurse III	12.0	-7.1	4.9
S39	Nurse Coordinator	2.8	-1.5	1.3
D2E	Health Services Rep	10.5	-6.5	4.0
D1E	Sr. Health Services Rep	1.0	-0.5	0.5
H93	Medical Assistant	4.0	-2.0	2.0
D50	Medical Translator	8.0	-5.0	3.0
S59	Nurse Practitioner	2.5	-1.5	1.0
S93	Health Services Asst II	1.0	-0.6	0.4
Total		41.8	24.7	17.1

Service Impact: This code realignment, to address patient needs, is in various Ambulatory Care areas such as primary care, specialty care, Valley Connection and Language Services. Nursing positions have worked over code in areas such as Maternal Fetal Medicine, Diabetes Center, as well as East Valley and Sunnyvale Clinics. For Valley Connection, there are HSRs who have been working full time status. In addition, Language Services has seen an increase in volume for translation services. The recommendation properly aligns the budget with the current level of staff utilization and assures that employees are properly coded in terms of the ongoing number of hours worked.

Net Positions Added: 17.1 FTE

Positions Added: 41.8 FTE

Positions Deleted: 24.7 FTE

Ongoing Cost: \$2,210,145

Net Increase in General Fund Subsidy: \$2,210,145

↑ Ambulatory Care Staffing

Recommended Action: Add 27.9 FTE nurse and support staff positions in order to reduce and/or eliminate the need for extra help and overtime.

Class	Description	FTE
E60	Mobile Outreach Driver	1.0
D2E	Health Services Representative	13.8
S75	Clinical Nurse III	6.1
S85/H93	Licensed Vocational Nurse/Medical Assistant	6.0
D49	Office Specialist II	1.0
Total		27.9

Service Impact: The additional positions will significantly reduce and in some cases eliminate the need for extra help and/or overtime. For many years these extra help positions have been used to support the day-to-day function at the clinics. In addition, with the implementation of HeathLink, extra help positions have been utilized to meet workload demands. Continuing to utilize extra help is costly due to the high turnover which leads to the constant training of new staff and creates other clinic inefficiencies.

Positions Added: 27.9 FTE

Ongoing Cost: \$2,888,591

Net Increase in General Fund Subsidy: \$2,888,591

↑ Finance – Accounting Staff Increase

Recommended Action: Add 4.0 FTE staff in Finance to perform reconciliations for the General Fund (GF) and Enterprise Fund (EF).

Class	Description	FTE
Z1B	Accounting Manager - SCVHHS	1.0
B76	Sr Accountant	1.0
B77	Accountant III	1.0
B78	Accountant II	1.0
Total		4.0

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The additional resources will shorten the monthly and annual close, perform timely required auditing and detailed reconciliations as well as allow for the ability to meet accounting and fiscal reporting deadlines.

The SCVHHS Accounting Manager position will manage the preparation of the SCVHHS GF financial statements and GF accounting and auditing support for the Comprehensive Annual Financial Report and cost report preparation. This will allow the SCVHHS Accounting Manager for the EF to focus on the VMC monthly close, reconciliations and interfaces to SAP (the County's financial system) and PM10 (SCVMC's budget system), providing more accurate and timely reporting in both systems. In addition, this position will also manage the Grants Unit, a responsibility of the current SCVHHS Accounting Manager for GF.

The Senior Accountant position will report to the SCVHHS Accounting Manager for the EF, and be responsible for the reconciliation and maintenance of the Sun Systems (SCVMC's accounting system) and SAP general ledgers, fixed asset and capital project accounting and reconciliation, and ongoing maintenance of the SAP and Sun Systems general ledgers including fixed asset and capital project databases. Removing this responsibility from the SCVHHS Accounting Manager for the EF will allow more timely and accurate preparation of the SCVMC financial statements and resources to timely reconcile and maintain the Sun Systems and SAP general ledgers.

The Accountant III will support the work of the Senior Accountant and the Accountant II will be responsible for researching grant claims and accounting functions.

Positions Added: 4.0 FTE

Ongoing Cost: \$507,307

Net Increase in General Fund Subsidy: \$507,307

↑ Environmental Services

Recommended Action: Add 1.0 FTE Janitor Supervisor and 3.0 FTE Janitors to provide the janitorial and support staff necessary for the activation of the new Receiving and Support Center (RSC) located on the SCVMC campus

Service Impact: The RSC, a 41,000 square-foot building includes a new kitchen, materials management and administrative space for a variety of departments. Three Janitors and one Janitor Supervisor are required to initially service the janitorial needs of the new building. A final determination of staffing needs will be contingent on the functional needs of the occupying departments. With the addition of this staff, SCVMC will have 212.9 FTE Janitors and 10.0 FTE Janitor Supervisors.

Positions Added: 4.0 FTE

Ongoing Cost: \$323,170

Net Increase in General Fund Subsidy: \$323,170

↑ Medical Administration Infrastructure

Recommended Action: Allocate funding to create three new positions: 1) Medical Director of Patient Quality and Safety, 2) Medical Director of Ambulatory and Community Health, and 3) Chief Medical Information Officer to provide leadership across SCVMC.

Service Impact/Background

- Medical Director of Patient Safety and Quality:** The Medical Director of Patient Safety and Quality will provide leadership for all aspects of patient safety and medical quality, including physician engagement. This position will also collaborate with the SCVMC leadership team to meet system-wide goals. Currently, SCVMC has assigned approximately 32 hours per week of administrative time to an Extra Help physician. Given the scope and complexity of ensuring patient safety and ongoing clinical quality improvement in healthcare and the increasing

importance of value-based purchasing and pay for performance to hospital revenue, many hospitals have opted to assign a Medical Director to the critical role of oversight of patient safety and quality. SCVMC routinely reports 62 clinical quality metrics and 10 patient experience metrics to the federal government, which are publicly reported. Virtually all of these metrics involve an intricate relationship between individual physician performance and the surrounding system of care, generating the need for leadership and management of individual providers and the policies, processes, support, and environment of care that surrounds the provider-patient encounter. In addition, SCVMC is committed to 27 individual milestones in the Delivery System Reform Incentive Payments (DSRIP) program, ranging from sepsis to gonorrhea screening, for which SCVMC is eligible for \$125 million of incentivized reimbursement. The successful achievement of many of these DSRIP milestones also depends on the adequate management of physician performance within the larger system of care delivery.

- **Medical Director of Ambulatory and Community Health:** Currently, SCVMC has a physician who is performing the duties of the Medical Director of Ambulatory and Community Health and occupies a physician code from the Unfunded Code Pool. The addition of this position will allow SCVMC to fund this position, properly aligning the budget with the current utilization of staff. The Medical Director of Ambulatory & Community Health collaborates with SCVMC leadership to meet system-wide goals and objectives. The Medical Director provides leadership in all aspects of the outpatient system of care. Collaboration and partnership with community based clinics and organizations are vital to this effort, and the Medical Director leads these outreach efforts. Fundamental to achieving the Triple Aim is the growth and enhancement of ambulatory care services within an integrated system of care that will allow for a partnership with individuals and families within the context of the community they reside. In 2012 over 650,000 patient visits were provided in the SCVMC Ambulatory Care system, representing approximately 200,000 unique patients. SCVMC partners with many community health clinics, providing inpatient and specialty health care services to an additional 70,000 patients and the Affordable Care Act will bring many more people needing the services of an integrated system of care.

Meeting the varied needs of this vulnerable population requires a redesign of primary care that will expand capacity and increase access to services. In addition, the Medical Director lead the redesigns that involves the integration of behavioral health within the primary care system, the development of medical homes and care coordination teams, and a focuses on managing the health of populations. Efficiency of referrals and authorizations, utilization management to assure optimal use of resources, and an ongoing effort to improve quality of care will be the focus throughout the community-wide integrated system of care.

- **Chief Medical Information Officer:** The Chief Medical Information Officer will provide leadership for all aspects of Health Information Technology (HIT) as well as collaborating with the SCVMC leadership team to meet system-wide goals. SCVMC has used approximately 32 hours per week of a contract physician for these duties. Given the substantial investment that the County has made in implementing HealthLink as the Electronic Health Records (EHR) for SCVHHS and the likelihood that HIT applications in health care delivery will continue to increase into the foreseeable future, ongoing physician leadership and engagement in HIT will be critical to maximizing the return on this and future investments.

Ongoing Cost: \$1,226,814

Net Increase in General Fund Subsidy: \$1,226,814

↑ Quality and Safety

Recommended Action: Add 1.0 FTE Quality Improvement Coordinator position and 1.0 FTE Infection Control Nurse position to the Quality and Safety Division to help SCVMC meet its DSRIP milestones; thereby, realizing budgeted revenue and reducing the risk of compliance issues which can result in fines and penalties.

Service Impact: The QI Coordinator will be responsible for concurrent and retrospective review needed to assure that evidence-based best practices are implemented in a timely manner for patients who meet core measure criteria. This position will collaborate with leaders and providers to implement process improvement plans to increase compliance based on data collected and maximize reimbursement. This position will serve as a resource to care providers

regarding CMS and State requirements, as well as coordinate organization-wide processes to improve patient outcomes and enhance patient care.

The Infection Control Nurse will provide staffing to adequately support surveillance, investigation, corrective action, and reporting of IP issues, data and information as mandated and for timely and appropriate response to emergencies and exposures.

Positions Added: 2.0 FTE

Ongoing Cost: \$362,794

Net Increase in General Fund Subsidy: \$362,794

↑ Laboratory

Recommended Action: Add 1.0 FTE Sr. Clinical Lab Scientist (CLS) I in Toxicology, 4.0 FTE Health Services Representatives (HSR) to support Valley Specialty Center and Moorpark Clinic Lab services, and 2.0 half-time Medical Laboratory Assistant (MLA) II at Tully Clinic and East Valley Labs to address long wait time and workload.

Service Impact: Toxicology screening for Vitamin D deficiency has escalated to be one of the highest volume tests in the laboratory. Clinical studies show that low vitamin D levels in patients have an impact on many diseases than previously suspected and a large segment of the SCVMC population appears to be deficient in Vitamin D levels. The Vitamin D test volume has increased from 1,376 in 2012 to 8,864 in 2013, a 539% increase and is a labor-intensive procedure.

Prior to the roll out of HealthLink, patients could bypass check-in lines and connect directly with clinic lab assistants to give or drop off samples for testing. With HealthLink, work flows require patients to be registered to provide lab samples. While this change in process allows for better record-keeping and assures proper documentation for billing purposes, at the busier clinics this has resulted in longer wait times. Ambulatory Services and Lab Services have used extra help HSRs to address this issue; however, a more permanent solution is needed. The recommended action would provide coded, permanent staff to perform this function.

The laboratory collection sites at Tully and East Valley clinic are experiencing long patient wait times due to the volume of patients arriving early for fasting tests and

to drop off specimens collected at home. Two half-time codes to work the AM shift are recommended to improve patient service and satisfaction.

Positions Added: 6.0

Ongoing Cost: \$546,256

Net Increase in General Fund Subsidy: \$546,256

↑ Protective Services

Recommended Action: Add 2.0 FTE Protective Services Officers to increase the presence of security on the SCVMC campus and surrounding clinical areas.

Service Impact: The two additional positions would be assigned primarily to support the Moorpark and Bascom Clinics. These two clinics see a high volume of clinic visits and the addition of security staff would improve response times and overall coverage for the SCVMC campus. Currently, extra help and overtime is being utilized; however, a more permanent solution is needed.

Positions Added: 2.0 FTE

Ongoing Cost: \$171,886

Net Increase in General Fund Subsidy: \$171,886

↑ Dietary Program

Recommended Action: Add 2.0 FTE Clinical Dietitian positions, 2.0 FTE Food Service Worker (FSW) positions and 2.0 FTE Cook positions to reduce the reliance on extra help and overtime.

Service Impact: The Dietary Department has seen an increase in the number of patients identified as high risk through HealthLink, which requires a nutritional consult from a Registered Dietitian. In order to maintain compliance with timely completion of these nutritional assessments, two additional Clinical Dietitian IIs are recommended. The Dietitian provides a nutritional assessment, recommendations for a care plan, and monitoring and evaluation of outcomes through frequent follow ups. This early nutrition intervention is the most beneficial evidence-based practice, which has been shown to improve wound healing, reduce the frequency of nosocomial malnutrition, decrease length of hospital stay, and reduce rates of readmission. The consultation by the dietitian and resulting nutritional recommendations to the physician and care team improves the overall quality of care and patient experience by assuring that nutrition

recommendations, whether for tube feeding, oral nutrition, or IV nutrition, meet the patients requirements and are appropriate for the patients medical condition.

The recommended Cook and Food Service Worker positions are required to support patient safety activities related to meal preparation and monitoring. Following a 2013 Centers for Medicare and Medicaid Services (CMS) survey, Dietary developed an action plan to monitor patient tray delivery, assuring each patient received a diet consistent with their medical status and developed monitoring tools to check food temperatures and quality throughout the meal preparation process. Currently, a Foodservice Worker I is assigned to take the printed diet orders to each unit and compare with the most current patient list; the tray will not be passed if there are any discrepancies. Two Food Service Worker I positions for the AM and PM shift are recommended to assist in fulfilling this requirement. The monitoring and proper documentation on logs of temperature and quality control along with labeling and dating of product will add to the goal of providing optimal patient safety, this requires continuous oversight which will require the addition of two Cook II positions on the AM and PM shifts to assume responsibility for this monitoring function.

Positions Added: 6.0 FTE
Ongoing Cost: \$540,760

Net Increase in General Fund Subsidy: \$540,760

↑ Facilities

Recommended Action: Add 2.0 FTE Senior Hospital Stationary engineers and 1.0 FTE Hospital Stationary Engineer for Boiler Room operations, 1.0 FTE Media Specialist position to support new audio/visual technology, and 1.0 FTE Telecommunications Technician and 1.0 FTE Electronic Repair Technician to support new security and pneumatic tube system for additional equipment acquired as part of the Seismic Safety Project (SSP).

Service Impact: Before the start of FY 2015, the County will have new equipment in the hospital energy plant as part of the SSP; this nearly doubles the size of the plant operations. During the planning of the SSP it was determined this significant capital and infrastructure project would require augmentation of staff to maintain

these new assets. The added plant equipment requires staff to spend at least 4 hours each shift checking and maintaining the chillers and cooling towers. With the current staffing this would not be possible as the central plant equipment and hospital maintenance response after hours have to be maintained.

In addition, in FY 2015 the SSP project will be deploying new technology with the installation of the InFocus Mondopad. This technology will bring the ability for increased video conferencing and collaborative conferences and meetings with the touch screen technology. When completed, this project will install 70 of these units throughout the hospital. Currently, SCVMC does not have adequate audio visual staff to maintain and train staff on these systems.

Finally, with the addition of the SSP structures (Sobrato Pavilion, Therapy Pool Building, and Receiving Support Center), the SCVHHS security access control and security system will increase to over 400 cameras and 600 card readers. The pneumatic tube system, which is primarily utilized by the labs to send specimens and the pharmacy to send medications to units, is being increased significantly. Both of these increases of facility infrastructure require the addition of a Telecommunications Technician and an Electronic Repair Technician for maintenance and repair.

Positions Added: 6.0 FTE
Ongoing Cost: \$667,027

Net Increase in General Fund Subsidy: \$667,027

↑ HealthLink

Recommended Action: Increase appropriations by 11,780,441 to fund FY 2015 costs associated with the HealthLink (Epic) project.

Service Impact/Background: Health Care reform is making it necessary for health care organizations and providers to adopt and utilize advanced clinical information technology in order to:

- Meet higher standards for patient care and safety;
- Achieve expanded data collection and reporting requirements for Center for Medicare and Medicaid (CMS) Incentive Program quality reporting and continuous quality improvement;
- Support evidence-based clinical and administrative decision-making and chronic disease management;

- Reduce costs by minimizing duplicate testing and numerous other inefficiencies; and
- Provide for the seamless flow of information across the entire continuum of care.

In FY 2012, SCVHHS began the journey toward establishing an integrated electronic medical record across all its agencies and departments. The largest portion of the implementation was completed in FYs 2013 and 2014, with the installation of more than 20 modules of Epics electronic health record product suite (which were branded HealthLink). As a result of the implementation, health information is now immediately available for care providers across nearly the entire spectrum of care, and patients are able to access their own information on-line. Furthermore, as multiple other providers in the County use the Epic system, health information sharing (with the patient's permission) has begun across health care systems (public and private) for the first time. The vast amount of data contained in HealthLink is also opening up new possibilities for tracking, trending, and improving the health status of the entire community. In addition to its clinical advantages, HealthLink has improved coding and documentation and contributed to the improvement in net revenue per unit of service (up 10% for inpatient revenue and 5% for outpatient

Approval of the FY 2015 funding will allow SCVHHS and the County to continue building on the strong foundation that was put in place in FYs 2013 and 2014, and remain on course toward meeting the requirements of the evolving healthcare industry. In addition to funding the ongoing support and optimization of those modules that are already live, the FY 2015 funding will provide for the expansion of HealthLink into the clinical lab, outpatient pharmacies, diagnostic imaging and the surgical suite. It will also serve to fund the implementation of electronic interfaces between HHS and its community health partners, further enhancing the opportunities for secure health information exchange.

Ongoing Cost: \$6,780,641

One-time Cost: \$5,000,000

Net Ongoing Increase In General Fund Subsidy: \$6,780,641
Net One-time Increase in General Fund Subsidy: \$5,000,000

↑ Diagnostic Imaging

Recommended Action: Add 1.0 Physician-Radiologist to serve as an Associate Chief in Womens Imaging offset by an increase in Medicare revenue.

Service Impact: The Department of Radiology has a significant backlog in the Ultrasound and Breast Imaging Sections which has lead to lack of timely access and has fallen below the community standards. Currently, the backlog for ultrasound is 90 days and for screening mammography is 30 days. The community standards are 14 days and 5 days, respectively. Extra help and regular Radiology staff have stepped in to cover the gap; however, a more permanent solution is needed for dedicated expertise and continuity to meet the ever increasing demand and complexity of cases.

This additional physician position would provide leadership and direct patient care and enable SCVMC to accommodate an additional 5,040 annual ultrasound exams, as well as a 10% increase in the Breast Imaging volume, of which one-fourth is commercially insured, and two-thirds is publicly insured (Medi-Cal and CCS).

With the addition of an Associate Chief of Womens Imaging, SCVMCs Breast Imaging and Ultrasound Programs would be able to meet the expected growing demands in these service lines due to greater reliance on ultrasound imaging, The Big Aims Program (a program that follows a designated percentage of women between the ages of 50 and 74 with mammography screening every 24 months), and Dense Breast Legislation. Having this specialty physician will also allow SCVMC to reduce backlog for critical services provided to the community and develop a robust breast MRI and screening breast ultrasound service.

SCVMC is in regular competition with other health plans in Santa Clara County and providing timely access for ultrasound and breast services is essential in maintaining a competitive edge in the Affordable Care Act environment.

Positions Added: 1.0 FTE

Net Ongoing Savings: \$338,557

Increase in Cost: \$450,324

Increase in Revenue: \$788,881

Net Decrease in General Fund Subsidy: \$338,557

↑ Contract Management

Recommended Action: Allocate funding to create a new Contracts Management position to oversee the contract development and management functions across SCVHHS.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

There are nearly 900 different contracts across SCVHHS for an annual \$1.1 billion that are processed and approved through the master contracts list, delegation of authority or direct approval by the Board of Supervisors. As the County seeks to have a more efficient, accountable and transparent contracting system, the contract management function has become increasingly more important and complicated.

This would be a new executive management position responsible for ensuring that all SCVHHS contracts remain in compliance with County policies and procedures, standardize key processes across the various services, and clearly define the expected outcomes and performance metrics to evaluate effectiveness.

Ongoing Cost: \$338,557

Increase in General Fund Subsidy: \$338,557

↑ Augment Hospital IT Leadership

Recommended Action: Delete 1.0 FTE Deputy Director of Management Information Services in Health and Hospital Systems as part of IT Organizational changes in the Information Services Department (ISD).

Service Impact: The recommended deletion of the existing position will partially offset the addition of the new Deputy Director of Healthcare IT Operations in ISD. The Deputy Director position will provide the HHS Site Management and have a dotted-line responsibility to the HHS Chief Healthcare Technology Officer who also reports to the CIO. The position will cover coordination and management of site staff including, but not limited to, HealthLink Environment management, Technical EPIC staff, and liaison with

Biomedical engineering. This position is needed to provide effective IT leadership and direct management for operations at Health and Hospital Services in coordination with the Director of IT Operations and the Chief Healthcare Technology Officer.

Positions Deleted: 1.0 FTE

Ongoing Savings: \$218,091

Net Decrease in General Fund Subsidy: \$218,091

↑ Establish HHS Call Center Support

Recommended Action: Delete Services and Supplies budget to help mitigate the cost of the SCVHHS Call Center.

Service Impact: Health and Hospital Systems is replacing as well as expanding the SCVHHS Call Center due to consolidation of Call Centers that require interfaces with HealthLink. Two positions are recommended in the ISD budget to implement and support the new Call Center. The deletion of Services & Supplies will help mitigate the costs of the positions being added in ISD.

Ongoing Savings: \$100,000

Net Decrease in General Fund Subsidy: \$100,000

↑ Augment IT Security Group

Recommended Action: Delete 2.0 FTE Information Services Manager II positions at SCVHHS to help mitigate the costs of the IT Security Group at ISD.

Service Impact: Increasingly, Federal response to security breaches has been to impose six and seven-figure financial penalties on organizations and individuals. In healthcare, data breaches also damage patient trust and an organizations overall reputation. In response to the dramatic rise of data loss incidents across the Healthcare industry, the number of audits has increased revealing potential liabilities. The size of HHS requires dedicated IT Security oversight and management to address continuously updated regulations and HIPAA requirements, assess vulnerabilities and safeguard data from potential threats.

The expanded County IT Security Group will dedicate additional resources toward protection of the County's data and information systems from external and internal threats, compliance with the rapidly expanding

number of regulations, (e.g., HIPAA/HITECH), providing staff education and fostering security awareness and good practices.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$328,006
 Net Decrease in General Fund Subsidy: \$328,006

↑ IT Projects - SCVHHS General Fund Departments

Recommended Action: Allocate one-time funds for Health and Hospital System infrastructure upgrades.

Service Impact: These IT infrastructure projects will be managed by the SCVHHS IT department:

- **Refresh 60 Custody Health Workstations and Monitors:** Replace outdated or substandard workstations and monitors in Custody Health Services (CHS).
- **Health Data Exchange for the Cal MediConnect Project:** Santa Clara County has been chosen to participate in California's Coordinated Care Initiative, which promotes integrated care delivery of medical, behavioral and long-term care services for patients who are in Medi-Cal and Medicare programs and also known as "dual-eligibles." This recommendation is a required element in the Memorandum of Understanding (MOU) between Santa Clara County Behavioral Health and Santa Clara Family Health Plan. Four organizations (Anthem-Caremore, Santa Clara Family Health Plan, Santa Clara County Mental Health and Santa Clara County Department of Alcohol and Drug Services) are tasked to implement a pilot demonstration by January 2015 as required by the State. A required element in the implementation is the sharing of personal health information (PHI) among the named organizations for the purposes of medical and behavioral care coordination and service delivery tracking.
- **New Pumps Installation for the Avatar Dispensing System:** The Netsmart Addiction Management System, Avatar, is used by the Methadone Clinic to handle the clinical management, administration, dispensing, and monitoring of the methadone/medications. It was recently upgraded to the latest software version and the pumps are in dire need of replacement due to their old age. They are

12+ years old and beyond their lifespan. A total of 10 new pumps are needed for installation at the two methadone clinics.

- **Microsoft Dynamics CRM 2011 Courses:** Microsoft Dynamics is the platform on which the CoCENTRIX behavioral health application is built. In preparation for the CoCENTRIX implementation, Behavioral Health staff who will participate in the systems analysis and design will need to be trained and certified in Microsoft Dynamics CRM.
- **Behavioral Health and Primary Care Integration (Outcomes Evaluation and Implementation):** Integrating primary care and behavioral health is anticipated to increase patient satisfaction. Coordinating and integrating primary care, mental health and substance use disorder services are major themes of health care reform. A work group whose membership includes SCVHHS Ambulatory Services, Mental Health and DADS was tasked to implement a clinical framework that is patient-centric with streamlined referral processes, comprehensive care planning, and a continuum of services including interdisciplinary teams. Developing the outcome evaluation design and implementation requires data collection and analyses, benchmark indicators, patient tracking and research, reporting, and statistical evaluations. Universal screening tools will be included in HealthLink for the medical primary care staff to use. Data from HealthLink and CoCentrix/Unicare will be used in the outcomes development design and implementation.
- **Emergency Management System (EMS) Data Replication Infrastructure:** By end of the first quarter of 2014, all first responders in Santa Clara County are expected to have historical data uploaded into the new pre-hospital, electronic patient care reporting (ePCR) database. NEMESIS compliant data entry is also expected to be live. The full data set is slated to come back to the Public Health Department for redundancy. This recommended project is for the storage and secure data exchange infrastructure to support the receipt of a complete copy of the Rural Metro ImageTrend database in PHD. The data will be used for epidemiological outcomes.
- **Media and Direct Observation Therapy (DOT) Storage:** Storage of image, photo, and video files, including DOT, for multiple Public Health programs will eliminate the need for mobile media which

requires encryption. Image, photo and video files will be stored in a secured centralized location with backup. Public Health is currently establishing guidelines for this storage.

One-time Costs: \$558,450

Offset by General Fund Transfer from ISD

↑ Staffing for SAP/Ariba Project

Recommended Action: Add 1.0 FTE Accounts Payable Manager position and 1.0 Supervising Account Clerk II to support the implementation and ongoing support for the SAP Ariba Project.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The SAP/Ariba eProcurement automation project covers the entire procure to pay (P2P) process from needs assessment to the payment of invoices for goods and services, creating both operational efficiencies and

financial benefits. The recommendation adds 2.05 FTE of additional staff to implement and operate this system on an ongoing basis Countywide. See the County Executive's recommendations for the full SAP/Ariba project in the Procurement Department in Section 1 of the Recommended Budget.

Positions Added: 2.0 FTE

Ongoing Cost: \$230,341

One-Time Savings: \$38,390

One-time Salary Savings reflecting time to recruit/hire

Net Increase in General Fund Subsidy: \$230,341

↑ Data Processing ISF Rate Increase

Recommended Action: Increase expenditures in Data Processing to support new programs and additional workload.

Service Impact: This recommendation supports enhancing Data Processing services from ISD primarily for Office 365, project management, support for the Director of IT Healthcare Operations, and Countywide help desk support.

Ongoing Cost: \$1,611,045

Net Increase in General Subsidy: \$1,611,045

Santa Clara Valley Medical Center— Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6846	SCVMC Capital Fund 0059	128,036,487	3,384,867	3,390,567	3,390,567	5,700	0.2%
092106	SCVMC Operations Fund 0060	1,184,649,408	1,240,209,595	1,309,713,571	1,330,257,033	90,047,438	7.3%
Total Net Expenditures		\$ 1,312,685,895	\$ 1,243,594,462	\$ 1,313,104,138	\$ 1,333,647,600	\$ 90,053,138	7.2%

Santa Clara Valley Medical Center— Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6846	SCVMC Capital Fund 0059	128,036,487	3,384,867	3,390,567	3,390,567	5,700	0.2%
092106	SCVMC Operations Fund 0060	1,209,602,457	1,268,872,942	1,339,429,298	1,360,240,090	91,367,148	7.2%
Total Gross Expenditures		\$ 1,337,638,944	\$ 1,272,257,809	\$ 1,342,819,865	\$ 1,363,630,657	\$ 91,372,848	7.2%



Santa Clara Valley Medical Center— Budget Unit 921 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 762,167,836	\$ 811,917,835	\$ 852,106,955	\$ 859,616,870	\$ 47,699,035	5.9%
Services And Supplies	347,618,884	313,842,567	312,569,429	320,870,306	7,027,739	2.2%
Other Charges	19,585,999	28,914,273	25,955,184	25,955,184	(2,959,089)	-10.2%
Fixed Assets	185,102,955	25,977,326	16,028,667	21,028,667	(4,948,659)	-19.0%
Operating/Equity Transfers	23,163,269	91,605,808	136,159,630	136,159,630	44,553,822	48.6%
Total Gross Expenditures	\$ 1,337,638,944	\$ 1,272,257,809	\$ 1,342,819,865	\$ 1,363,630,657	\$ 91,372,848	7.2%
Expenditure Transfers	(24,953,048)	(28,663,347)	(29,715,727)	(29,983,057)	(1,319,710)	4.6%
Total Net Expenditures	\$ 1,312,685,895	\$ 1,243,594,462	\$ 1,313,104,138	\$ 1,333,647,600	\$ 90,053,138	7.2%

Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6846	SCVMC Capital Fund 0059	\$ 122,998,304	\$ 3,384,160	\$ 3,384,160	\$ 3,384,160	—	—
092106	SCVMC Operations Fund 0060	1,188,339,139	1,232,332,151	1,301,836,121	1,322,379,588	90,047,437	7.3%
Total Revenues		\$ 1,311,337,443	\$ 1,235,716,311	\$ 1,305,220,281	\$ 1,325,763,748	\$ 90,047,437	7.3%

Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Other Financing Sources	\$ 786,213,112	\$ 834,813,091	\$ 874,162,262	\$ 894,280,659	\$ 59,467,568	7.1%
Charges For Services	271,712,225	270,548,687	263,762,409	264,187,479	(6,361,208)	-2.4%
Aid From Government Agencies - Federal	305,400	166,520	6,000	6,000	(160,520)	-96.4%
Aid From Government Agencies - State	72,890,671	70,188,013	65,612,510	65,612,510	(4,575,503)	-6.5%
Revenue From Use Of Money/Property	(425,069)	—	—	—	—	—
Revenue From Other Government Agencies	180,641,104	60,000,000	101,677,100	101,677,100	41,677,100	69.5%
Total Revenues	\$ 1,311,337,443	\$ 1,235,716,311	\$ 1,305,220,281	\$ 1,325,763,748	\$ 90,047,437	7.3%

SCVMC Capital Fund 0059 — Cost Center 6846 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 3,384,867	\$ 3,384,160
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			



SCVMC Capital Fund 0059 — Cost Center 6846 Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	5,700	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,390,567	\$ 3,384,160

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	—	\$ 3,390,567	\$ 3,384,160	

SCVMC Operations Fund 0060 — Cost Center 092106 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Enterprise Fund (Fund Number 0060)			

Current Level Budget

FY 2014 Approved Budget	5,249.4	\$ 1,240,209,595	\$ 1,232,332,151
Board Approved Adjustments During FY 2014	19.0	47,761,423	47,713,548
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	36,493,672	—
IntraCounty Adjustments	—	13,822,118	(47,388,653)
Other Adjustments	—	(28,573,237)	69,179,075
Subtotal (Current Level Budget)	5,268.9	\$ 1,309,713,571	\$ 1,301,836,121

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 1,225,263	\$ 19,754,586
Decision Packages			
Laboratory	6.0	546,256	—
Diagnostic Imaging	1.0	450,324	788,881
Ambulatory Care Staffing	27.9	2,888,591	—
Medical Administration Infrastructure	—	1,226,814	—
Realign Ambulatory Care Positions	17.1	2,210,145	—
Transfer Community Health Financial Support Resources to VMC	7.0	850,662	—
Add Custody Psychiatry and Pharmacy Staffing	3.0	425,070	—
Transfer Budget from SCVMC to MH Central Wellness Center	-4.0	(560,738)	—
Dietary Pogram	6.0	540,760	—
Protective Services	2.0	171,886	—
Enivronmental Services	4.0	323,170	—
Facilities	6.0	667,027	—
Contract Management	—	338,557	—
Staffing for SAP/Ariba Project	2.0	191,951	—
Finance - Accounting Staff Increase	4.0	507,307	—
Reassign Health Service Representatives	-1.0	(92,025)	—



SCVMC Operations Fund 0060 — Cost Center 092106
Major Changes to the Budget

	Positions	Appropriations	Revenues
Augment Hospital IT Leadership	-1.0	(218,091)	—
Augment IT Security Group	-2.0	(328,006)	—
Add Staff to Mental Health Contract Payment Unit	1.0	133,585	—
HealthLink	—	11,780,441	—
Quality and Safety	2.0	362,794	—
Establish HHS Call Center	—	(100,000)	—
KidScope Physician Resources	0.5	174,801	—
Transfer Patient Access Resources to Community Health	-34.5	(3,731,532)	—
Information Technology			
HHS GF Departments - Place in HHS Reserve	—	558,450	—
Capital			
Subtotal (Recommended Changes)	47.0	\$ 20,543,462	\$ 20,543,467
Recommended Budget	5,315.9	\$ 1,330,257,033	\$ 1,322,379,588



Section 5: Housing, Land Use, Environment & Transportation

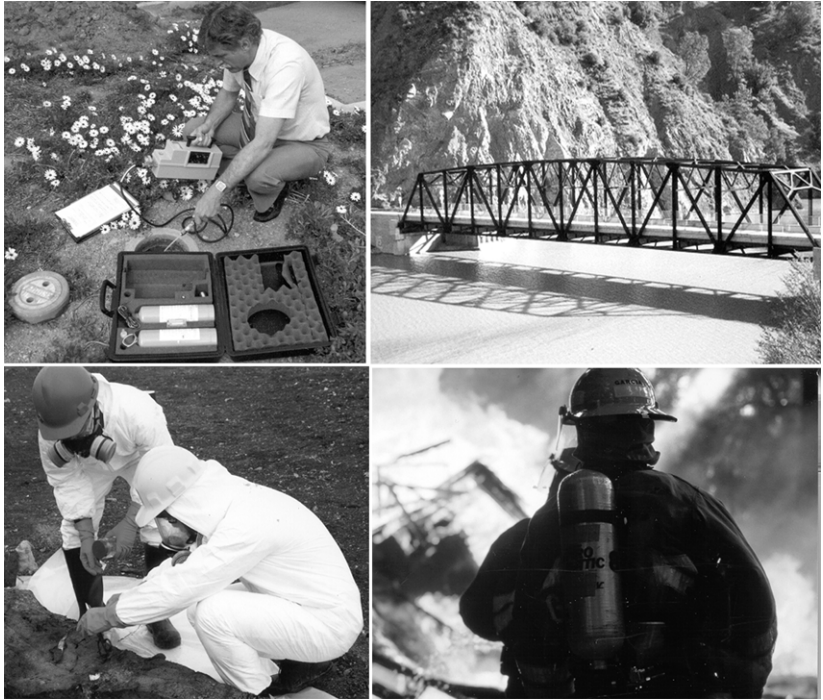
Section 5: Housing, Land Use, Environment & Transportation



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
- 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

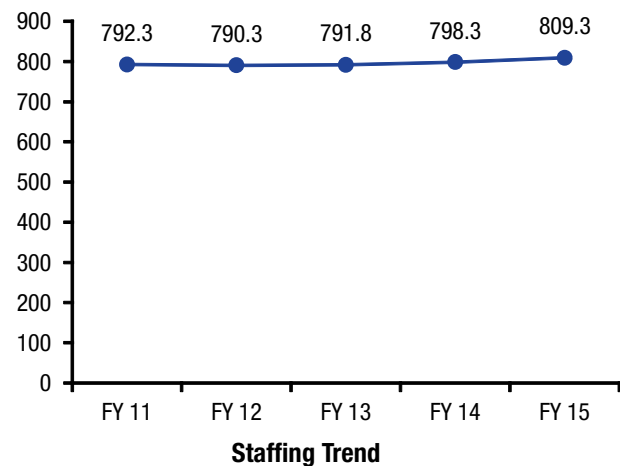
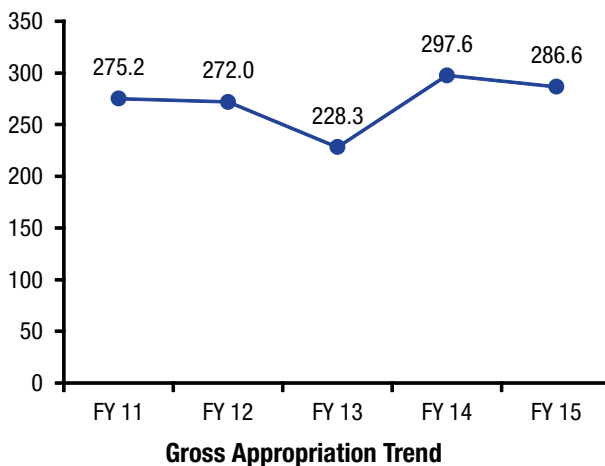
Planning and Development
Budget Unit 260

Roads and Airports Departments
Budget Units 603, 608

Agriculture and Environmental Management
Budget Units 261, 262, 411

Fire Districts
Budget Units 904, 979, 980

Parks and Recreation
Budget Unit 710



Staffing Trend data does not include the Santa Clara County Central Fire District Employees

Section 5: Housing, Land Use, Environment & Transportation



Net Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
260	Department of Planning and Development	\$ 12,627,821	\$ 13,913,746	\$ 14,511,813	\$ 15,218,155	\$ 1,304,409	9.4%
710	Parks and Recreation Department	66,232,827	48,693,219	40,104,300	52,865,283	4,172,064	8.6%
262	Agriculture and Environmental Mgmt	12,319,394	14,119,540	14,858,651	16,033,909	1,914,369	13.6%
261	Department of Environmental Health	16,274,598	18,882,999	19,885,665	20,138,090	1,255,091	6.6%
411	Vector Control District	5,636,302	6,912,638	7,143,849	7,148,614	235,976	3.4%
603	Roads & Airports Department - Roads	57,277,868	69,235,955	44,867,359	47,140,237	(22,095,718)	-31.9%
608	Roads & Airports Dept - Airports	2,511,193	2,907,645	3,169,343	3,079,180	171,535	5.9%
904	Central Fire Protection District	79,819,583	84,707,244	87,247,123	92,940,804	8,233,560	9.7%
979	Los Altos Hills County Fire District	9,146,253	19,311,898	15,681,600	15,681,600	(3,630,298)	-18.8%
980	South Santa Clara County Fire Protection District	4,231,742	5,451,822	5,090,368	5,385,368	(66,454)	-1.2%
Total Net Expenditures		\$ 266,077,580	\$ 284,136,706	\$ 252,560,071	\$ 275,631,240	\$ (8,505,466)	-3.0%

Gross Expenditures By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
260	Department of Planning and Development	\$ 13,057,775	\$ 14,314,384	\$ 14,883,442	\$ 15,589,784	\$ 1,275,400	8.9%
710	Parks and Recreation Department	67,032,913	50,411,815	41,811,308	54,572,291	4,160,476	8.3%
262	Agriculture and Environmental Mgmt	12,739,689	15,467,821	16,125,533	19,364,088	3,896,267	25.2%
261	Department of Environmental Health	16,718,788	19,295,719	20,330,691	20,583,116	1,287,397	6.7%
411	Vector Control District	5,636,302	6,912,638	7,143,849	7,148,614	235,976	3.4%
603	Roads & Airports Department - Roads	60,546,008	72,635,956	44,867,359	50,540,237	(22,095,719)	-30.4%
608	Roads & Airports Dept - Airports	2,511,193	2,907,645	3,169,343	3,079,180	171,535	5.9%
904	Central Fire Protection District	81,180,599	86,466,086	89,005,965	94,699,646	8,233,560	9.5%
979	Los Altos Hills County Fire District	9,146,253	19,311,898	15,681,600	15,681,600	(3,630,298)	-18.8%
980	South Santa Clara County Fire Protection District	4,231,742	5,451,822	5,090,368	5,385,368	(66,454)	-1.2%
Total Gross Expenditures		\$ 272,801,261	\$ 293,175,784	\$ 258,109,458	\$ 286,643,924	\$ (6,531,860)	-2.2%

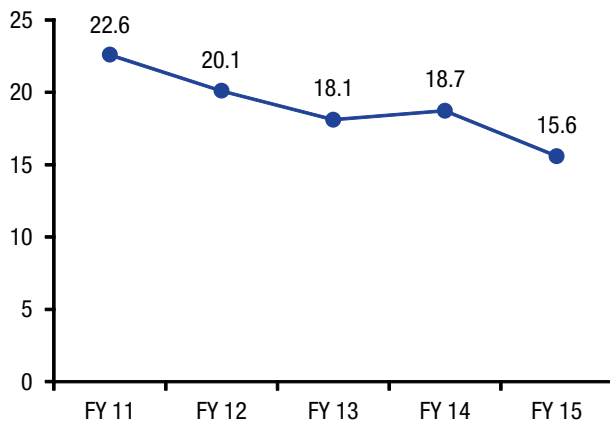
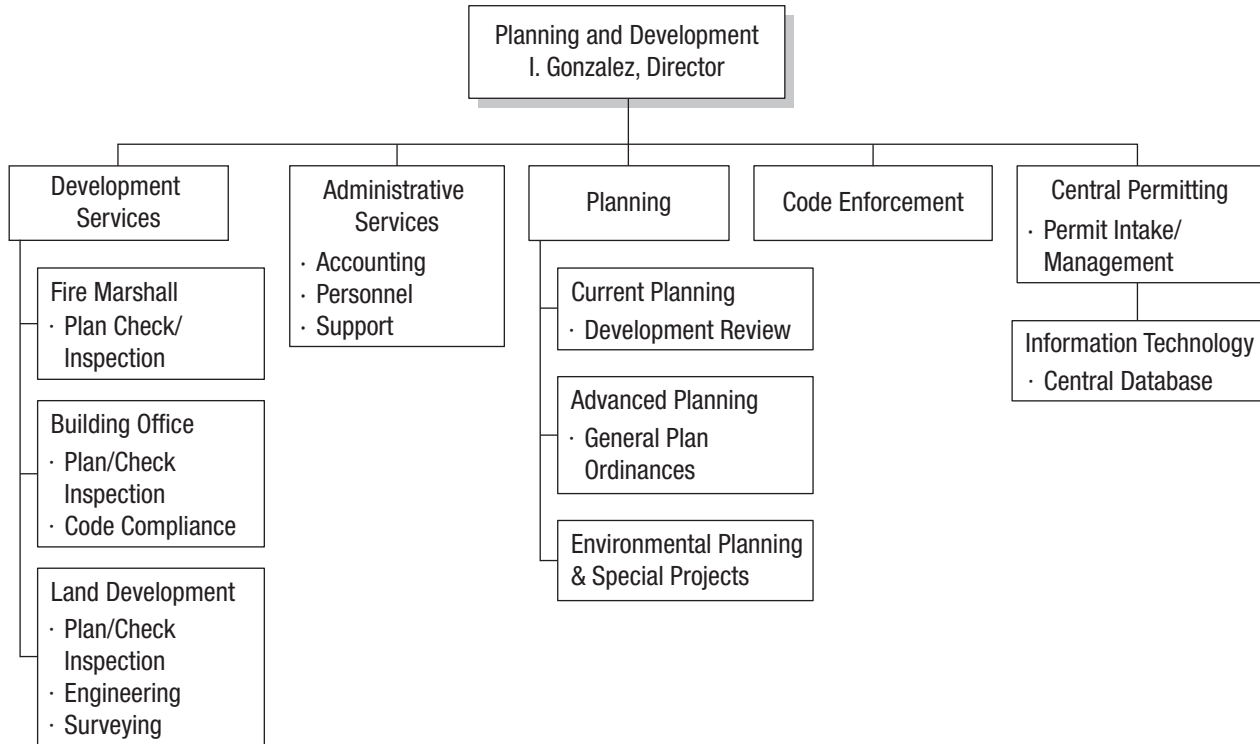


Revenues By Department

BU	Department Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
260	Department of Planning and Development	\$ 7,972,280	\$ 8,379,446	\$ 8,698,988	\$ 9,134,123	\$ 754,677	9.0%
710	Parks and Recreation Department	83,352,159	49,327,470	53,904,649	53,938,149	4,610,679	9.3%
262	Agriculture and Environmental Mgmt	11,004,508	10,742,931	9,995,639	10,041,639	(701,292)	-6.5%
261	Department of Environmental Health	20,532,698	19,398,236	20,637,021	20,637,021	1,238,785	6.4%
411	Vector Control District	7,017,202	7,122,085	7,114,889	7,114,889	(7,196)	-0.1%
603	Roads & Airports Department - Roads	56,204,645	77,756,969	43,943,457	46,324,905	(31,432,064)	-40.4%
608	Roads & Airports Dept - Airports	3,119,693	2,878,082	2,760,678	2,760,678	(117,404)	-4.1%
904	Central Fire Protection District	94,010,465	85,036,200	92,824,118	92,824,118	7,787,918	9.2%
979	Los Altos Hills County Fire District	8,370,827	7,971,200	8,751,700	8,751,700	780,500	9.8%
980	South Santa Clara County Fire Protection District	4,152,195	4,965,397	4,917,875	4,917,875	(47,523)	-1.0%
Total Revenues		\$ 295,736,672	\$ 273,578,016	\$ 253,549,014	\$ 256,445,097	\$ (17,132,920)	-6.3%

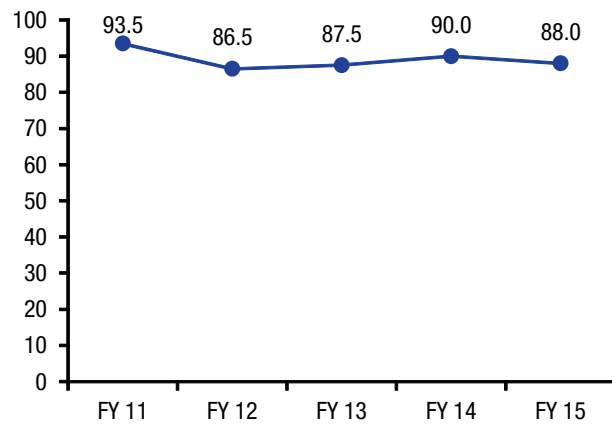


Department of Planning and Development



Gross Appropriation Trend

Reduction in gross appropriations between FY 2014 and FY 2015 reflects transfer of Office of Affordable Housing to Mental Health.



Staffing Trend

Office of Affordable Housing staff are not included in this graph, as the program moved to the Mental Health Department.



Public Purpose

- **Maintain and Enhance the Quality of the Built Environment**
- **Preserve and Enhance Natural and Historical Resources**
- **Preserve the Quality of Life for Urban County Residents**



Description of Major Services

Services provided by the Department of Planning and Development include issuance of Building Permits and completion of Permit Inspections, review and approval of Planning and Zoning Applications, implementation of the General Plan, administration of the Williamson Act and Open Space Easement Program, Historic Preservation, application for and inspection of Land Development Engineering permits, Code Enforcement, Surveying, and coordination of some of the services provided by the Fire Marshal.

Building Inspection Office

The Building Inspection Office ensures that the built environment is safe, accessible and in compliance with the County's building codes and land use requirements. The Office issues building permits for construction of new buildings and remodels, additions and other alterations of existing buildings in unincorporated Santa Clara County. Comprehensive review of plans and documents submitted in the application process help ensure that proposed projects get the best start possible while inspections performed during construction help bring the projects to successful completion.

Land Development and Engineering

The Land Development Engineering Office ensures the development of project sites are safe, and minimizes their threat to property and the environment. The Office issues grading and drainage permits for site

construction which generally support the construction of new buildings and homes. Comprehensive review of plans and documents submitted in the application process help to ensure that proposed site construction results in a safe and stable final development.

County Surveyor's Office

The County Surveyor's Office helps ensure 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 Office 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.

Planning Office

The Planning Office manages three distinct programs. The Current Planning Program reviews development permit applications for consistency with policies of the General Plan, land use ordinances and State and Federal regulations. The Advanced Planning Program prepares and updates the County's General Plan and land use ordinances and provides geographic information system and website support to the Department. The Environmental Planning and Special Projects Program supports environmental and conservation planning and

implements special projects to advance community development interests referred by the Board of Supervisors.

Current Planning Program

The Current Planning Program processes permit applications, such as subdivisions, lot line adjustments, and use permits. Permit processing is closely coordinated with permit applicants, the general public, regulatory agencies and decision-making bodies; including the County Planning Commission and Board of Supervisors. The Current Planning Division also provides staff support for the Historical Preservation and Williamson Act Programs.

Historic Preservation Stewardship of Santa Clara County's historic resources is the focus of the Historic Preservation Program. The County's General Plan policies and strategies for historic resources serve as the backbone of the program, which identifies and evaluates historic properties and prevents or minimizes adverse impacts. The County is one of only a few California counties to earn certification from the Department of the Interior as a Certified Local Government and an active partner in the National Preservation Program.

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.

Advanced Planning Program

The Advanced Planning Program works with the general public and all interested parties in preparing and updating long-range plans and land use policies and implementation programs contained in the General Plan. In 2012, the Board of Supervisors directed the Department to initiate incremental updates of various elements of the General Plan beginning with the Housing, Health and Circulation Elements. These elements and the timing for their updates are described below. The Department will be bringing forth a proposal to the Board in mid-2014 for additional General Plan

updates with a focus on achieving clarity and simplicity in the policies, ordinances and standards applicable to new development.

Housing Element The Housing Element is one of seven required elements of a General Plan and addresses the housing needs of Santa Clara County. The next cycle for updating the Housing Element is for the years 2015-2022. A draft Housing Element containing proposed housing policies and implementation programs has been developed and submitted to the State Housing and Community Development for review. After review and consideration by the State and the County's Planning Commission, it will be forwarded to the Board for adoption in mid-2014.

Health Element The Health Element is a new element establishing goals, strategies, policies, and implementation measures to promote general public health through a comprehensive planning approach. It will address land use issues, transportation and mobility, physical activity, air quality, access to health care and healthy food choices, and promote local agriculture and food supply, among other subjects.

Planning Department staff are coordinating the effort in collaboration with the County's Public Health Department and various other related agencies, stakeholders, and non-governmental entities. Public input, expert advisor committees and the results of an existing conditions report are guiding the preparation of draft strategies and policies strategies. After publication and public review and comment, the draft Health Element will be brought to the Planning Commission and Board of Supervisors for consideration in late 2014.

Circulation Element The Department of Planning and Development and Roads and Airports Department are collaborating on an update to the County's circulation element of the General Plan to be completed in early 2015. The project will result in a new circulation and mobility element that complies with the Complete Streets Act of 2008, incorporating existing Board-adopted policies, and provides the basis for an updated Roads Master Plan, along with updated policies regarding private roads and standards, and airport facilities.

Environmental Planning and Special Projects Program

The Environmental Planning and Special Projects Program includes staff with expertise in the California Environment Quality Act, habitat conservation, surface mining regulation and airport land use. Staff implements special projects assigned by the Board of Supervisors and supports the Santa Clara Valley Habitat Conservation Plan, the Surface Mining and Reclamation Act Program and the Airport Land Use Commission.

Santa Clara Valley Habitat Conservation Plan Santa Clara County and the cities of Gilroy, Morgan Hill and San Jose, the Santa Clara Valley Transportation Authority and the Santa Clara Valley Water District are participating in a Habitat Conservation Plan to protect endangered species while streamlining and improving the permitting process for development. The Planning Office works with other member permitting agencies to ensure smooth implementation and administration of the Plan.

Quarry Regulation The State Surface Mining 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. In November 2013, the County adopted a revision to its SMARA Ordinance that included updating it to be consistent with state law as well as including a provision for assessing penalties for non-compliance. The ordinance was certified by the State Mining and Geology Board (SMGB) in January 2014.

Airport Land-Use Commission The Airport Land-Use Commission evaluates development for compatibility with surrounding public airports in Santa Clara County to minimize the public's exposure to excessive noise and safety hazards and to ensure that the approaches to airports are kept clear of structures that could pose a risk to aviation.

Code Enforcement

The Code Enforcement Division is responsible for the enforcement of the County Ordinance Code related to land use including coordinating the efforts of the building, planning, fire, land development and engineering services. It also provides liaison services to other County departments such as Environmental Health and Roads and Airports. Code Enforcement responds to citizen complaints and other department referrals systematically to inspect each site for possible code violations and notifies the responsible parties when violations are verified.

Inspectors and investigators work with property owners and other responsible parties to bring sites back into compliance with code requirements. The Code Enforcement Division now uses an Administrative Fee and Fine Program that processes unresolved violations through the issuance of fines and hearings. This program has resulted in several long-standing cases being resolved through a system much better equipped to deal with complicated land use issues than criminal prosecution. The Division also administers the Administrative Hearing Process for appeals of several Ordinance or Code violations not associated with the Department of Planning and Development, such as the Social Host Ordinance enforced by the Sheriff's Office, and the County's Weed Abatement Program. The Code Enforcement Division continues to work with the Office of the District Attorney and Office of County Counsel to represent the County on civil and criminal land use issues being processed through the courts, providing investigative services and offering expert testimony as required.

Fire Marshal

The Santa Clara County Central Fire Protection District (County Fire) provides fire marshal services for the County. In coordination with the Department of Planning and Development, County Fire provides plans examination and field inspection for construction projects through Land Development Engineering, the Building Department and with the Facilities and Fleet Department. County Fire is also contracted to perform maintenance related fire and life safety inspections at County facilities and at Stanford University, as well to provide services to the County's code enforcement program.



Current and Emerging Issues

Improvements to the Permitting Process

The Department of Planning and Development is engaged in a transformation and modernization project (TM Project) to make improvements to the development permitting process. The TM Project began with feedback from residents, as well as an internal assessment of processes. Based on the results, the Department plans to make improvements to the areas of information technology, customer relationships and staff leadership.

The specific targets for the project through FY 2015 are:

1. Twenty percent increase in customer satisfaction scores over baseline survey.
2. Achieve thirteen week building permit application processing time for 80% of Stanford projects in 2015 (represents 50% decrease).
3. Achieve 40% decrease in average elapsed permit processing time for all other permits in 2015 compared to historical baseline data.
4. Achieve 20% increase in staff scores on management and leadership survey in 2015 over 2014 baseline.
5. Complete 90% of staff training sessions identified in the Department's FY 2015 Staff Training Plan.

In addition to these specific objectives, the TM Project aims to reduce overall permitting costs and increase the convenience and simplicity of the process.

Public Outreach and Notification

The Department of Planning and Development has begun implementing the Board adopted Early Notification and Outreach Policy for private development in the unincorporated areas. The Policy requires that the County use certain public outreach tools to notify neighbors and community groups when larger private development projects are proposed. This includes the mailing of postcards to nearby property owners, installation of onsite notification signs, and the use of community meetings to allow review and discussion of projects between an applicant and interested parties.

When a private development project is proposed, early public outreach and communication promotes public engagement and improves overall understanding of the

development project and County processes and policies ultimately resulting in better projects.

Plug in Electric Vehicle Charging Stations

The Department of Planning and Development is implementing a Board adopted ordinance requiring new buildings in unincorporated Santa Clara County to install pre-wiring necessary for plug in electric vehicle (PEV) charging systems. This approach provides a great cost savings for property owners who later purchase an electric vehicle and want to install a charging system in their house, eliminating the need to tear-up walls to install the conduit for an electrical vehicle charging system.

The Ordinance also requires that new large commercial or multi-family buildings with more than 100 new parking spaces install plug in electric vehicle charging systems for 1% of the parking spaces at the time of initial construction. This approach supports the regional need to make PEV charging systems visible and available (as part of a network) to encourage PEV ownership.

Transfer of Clean Water Program to Department of Agriculture and Environmental Management

The County Executive's recommendations include moving the Clean Water Program from the Department of Planning and Development to the Department of Agriculture and Environmental Management in FY 2015.

Transfer of Office of Affordable Housing to Mental Health

To support the County's housing mission to serve special needs and extremely low-income populations with supportive housing, the Office of Affordable Housing (OAH) and the Office of Housing and Homeless Services (OHHSS) are merging to form the Office of Supportive Housing (OSH) within the Mental Health Department (MHD), which will soon merge with the Department of Alcohol and Drug Services (DADS). While supported by the MHD administratively, the OSH will receive general direction from the County's Chief Operating Officer and support all County departments and initiatives including the Office of Reentry Services and the Seniors Agenda.



County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Allocate Funding for Transformation and Modernization	↑	Decrease in building permit application processing time	4.0	\$141,718	(\$141,718)
FY 2015 Information Technology Project	↑	Manage permitting data and automate work-flow to support a customer-centric, team-oriented permit process	—	\$80,000	\$750,000
Allocate Funding to Reengineer Code Violation Process	↑	Reduced backlog of existing code violations	2.0	\$184,158	(\$30,110)
Transfer Clean Water Program to AEM	↑	Successful management of environmental issues and additional outreach and education to County residents	-2.0	(\$712,841)	—

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

↑ Allocate Funding for Transformation and Modernization

Recommended Action: Add 1.0 FTE Planning and Development Coordinator, 1.0 FTE Permit Technician, 1.0 FTE Senior Plan Check Engineer, and 1.0 FTE Associate Plan Check Engineer and increase expenditures by \$12,600 to cover the cost of services and supplies for new positions. Increase fees revenue by \$435,135.

Service Impact: The Department of Planning and Development has embarked on a Center for Leadership and Transformation project (TM Project) to transform and modernize processes, information and technology, customer relationships and leadership to achieve dramatic improvements in the organization's effectiveness. Specific objectives of the TM Project in FY 2015 include achieving a 20% increase in customer satisfaction scores over baseline survey, achieving a thirteen-week building permit application processing time for 80% of Stanford projects, achieving a 40% decrease in average elapsed permit processing time for all other permits and achieving a 20% increase in staff scores on management and leadership survey over baseline.

The Department has identified key staff critical to the successful implementation of the TM Project goals:

- The Planning and Development Coordinator will lead and manage a newly created Central Permit Office. This position will be responsible for coordination and oversight of all front counter permit activity including helping customers understand and navigate the permit process successfully. This position will also be responsible for educating residents about regulations, coordinating a team-based approach to the review of the permit application by subject matter experts and keeping the customer informed of progress in order to provide better customer service.
- The Permit Technician will report to the Planning and Development Coordinator as part of the Central Permit Office. The Permit Technician will perform assignments including researching projects and properties to support the engineering, building and planning staff in the plan check and conditioning of applications and permit submittals, calculating fees, issuing permits and the intake and distribution of plans.
- The Senior Plan Check Engineer will be responsible for higher level discretionary and decision making authority related to the coordination of plan check work. This will include oversight of complex issues and interaction with department divisions, other County and outside agencies, customers, architects, engineers and contractors during the planning, pre-permit and submittal and plan check processes.

- The Associate Plan Check Engineer position will be required to provide plan checks, provide direction and subject matter expertise to the Permit Technician and project management services for major projects that involve cross-functional review and coordination from early planning processes through construction and final inspection.

A remodel of the existing customer counter will centralize reception services with the proposed Central Permitting Office and create customer service work stations that allow cross-functional teams to work with customers on application intake and processing. A remodel of staff work areas will also facilitate cross-functional, team-oriented permit processing between Building, Planning, Engineering, Code Enforcement, Fire, Environmental Health and Roads. Funding for the remodel is recommended as part of the Capital Budget in the Facilities and Fleet section of this document.

The addition of these positions, together with the floor remodel and new information technology will enable the Department to meet the TM Project goals and transform the County's permit application process.

Positions Added: 4.0 FTE
Ongoing Net Cost: \$141,718
One-time Savings: \$141,718

The ongoing cost is partially offset by additional, ongoing revenue and partially offset in FY 2015 by two months of salary savings for recruitment time.

↑ FY 2015 Information Technology Project

Recommended Action: Allocate funds to create a shared, modern information technology (IT) platform to manage permitting data and automate work-flow to support a customer-centric, team-oriented permit process.

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

The Department of Planning and Development processes over 4,000 permit applications annually using processes that are fragmented, inefficient and opaque to customers. This project will unify the permitting work-flow for the Divisions of Environmental Health,

Roads, Engineering, Code Enforcement, Fire, Planning and Building as they relate to the issuance of Planning, Building, Grading and Fire Permits. The development of a shared IT permitting platform for these permits can be the first phase of deploying a common system for the entire range of permits issued by departments in the Housing, Land Use, Environment and Transportation policy area. Benefits to the community include cost savings and increased convenience and predictability in the development permitting process.

A modern, customer-centric system will speed permit processing and dramatically increase customer satisfaction with attributes such as on-line application submittal and tracking, electronic plan checking and document management and presentation of context specific standards, codes and policies.

Ongoing Cost: \$80,000
One-time Cost: \$750,000

↑ Allocate Funding to Reengineer Code Violation Process

Recommended Action: Add 2.0 FTE Permit Technicians and allocate \$3,500 for equipment and supplies for the new staff.

Service Impact: The Department of Planning and Development has developed a code violation backlog of over 2,000 cases due to lack of resources. Over the last three years, the Department has dedicated Building Inspectors to perform code violation field inspection work. Typical assignments include conducting field inspections and completing related paperwork for violator noticing, updating the Department database, tracking violations, explaining the process to abate violations and other extended communications with violators and residents. The largest and most time consuming portions of this work are office tasks that can be completed by lower level Permit Technician staff.

The Department plans to reengineer the code violation process by reassigning work that is appropriate for the Permit Technician class to two Permit Technicians in order to eliminate the current violation backlog. The Permit Technicians will be responsible for researching and updating the current status of each case in the backlog to determine owner of record and the current status of the violation. After completing the initial evaluation, each case will be prioritized and then placed

on a path to resolution, including identifying and noticing violators, scheduling inspections, explaining abatement and permitting processes and conducting necessary abatement proceedings.

The Reengineering of the Code Violation Process will help ensure a safer, code-compliant environment and will be more responsive to customer complaints of violations.

Positions Added: 2.0 FTE
Ongoing Cost: \$184,158
One-time Savings: \$30,110

The ongoing cost is partially offset in FY 2015 by two months of salary savings for recruitment time.

↑ Transfer Clean Water Program to AEM

Recommended Action: Delete 1.0 FTE Program Manager II and 1.0 FTE Junior Civil Engineer. Reduce services and supplies by \$411,319.

Service Impact: The resources deleted here will be added to the budget for Agriculture and Environmental Management.

Clean Water Program coordinates the implementation of various environmental regulations in multiple jurisdictions and within multiple County departments. It involves an enforcement component, much like regulatory activities performed by Agriculture and

Environmental Management's (AEM) Registered Environmental Health Specialists, Hazardous Materials Technicians, Agricultural Biologists and Weights and Measures Inspectors. AEM's experience in enforcement activities makes it the ideal department to successfully manage the environmental issues and public education and outreach requirements of the Clean Water Program.

Background: The Clean Water Program was originally formed and located in the Department of Planning and Development because requirements and restrictions which were a part of the National Pollutant Discharge Elimination System (NPDES) permits issued to the County by the Regional Water Quality Control Board primarily applied to the discharge of pollutants from construction sites. The Program was appropriately located within the Department, since it regulated permitted construction. As the permit evolved over time, however, further requirements were added, the majority of which are not related to construction. Requirements of the two NPDES Permits issued to the County by the Regional Boards now include such subjects as water quality monitoring, trash load reduction, municipal operations, pesticide control, illicit discharge detection and elimination, public education and outreach, and public involvement and participation programs.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$712,841

Department of Planning and Development— Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1179	Surveyor Monument Fund 0366	\$ 85,140	\$ 105,000	\$ 100,000	\$ 100,000	\$ (5,000)	-4.8%
026001	Planning & Development Fund 0001	12,542,681	13,808,746	14,411,813	15,118,155	1,309,409	9.5%
Total Net Expenditures		\$ 12,627,821	\$ 13,913,746	\$ 14,511,813	\$ 15,218,155	\$ 1,304,409	9.4%



Department of Planning and Development— Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1179	Surveyor Monument Fund 0366	\$ 85,140	\$ 105,000	\$ 100,000	\$ 100,000	(5,000)	-4.8%
026001	Planning & Development Fund 0001	12,972,635	14,209,384	14,783,442	15,489,784	1,280,400	9.0%
Total Gross Expenditures \$		13,057,775	14,314,384	14,883,442	15,589,784	1,275,400	8.9%

Department of Planning and Development— Budget Unit 260 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 10,234,791	\$ 11,166,059	\$ 11,850,445	\$ 12,128,454	962,395	8.6%
Services And Supplies	2,815,617	3,148,325	3,032,997	3,461,330	313,005	9.9%
Fixed Assets	7,367	—	—	—	—	—
Total Gross Expenditures \$	13,057,775	14,314,384	14,883,442	15,589,784	1,275,400	8.9%
Expenditure Transfers	(429,954)	(400,638)	(371,629)	(371,629)	29,009	-7.2%
Total Net Expenditures \$	12,627,821	13,913,746	14,511,813	15,218,155	1,304,409	9.4%

Department of Planning and Development— Budget Unit 260 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1179	Surveyor Monument Fund 0366	\$ 54,740	\$ 41,355	\$ 41,355	\$ 41,355	—	—
026001	Planning & Development Fund 0001	7,917,540	8,338,091	8,657,633	9,092,768	754,677	9.1%
Total Revenues \$		7,972,280	8,379,446	8,698,988	9,134,123	754,677	9.0%

Department of Planning and Development— Budget Unit 260 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Other Financing Sources	\$ 1,858,403	\$ 2,191,991	\$ 2,475,953	\$ 2,749,953	557,962	25.5%
Licenses, Permits, Franchises	4,131,833	4,527,885	4,232,487	4,363,622	(164,263)	-3.6%
Aid From Government Agencies - Federal	114,136	—	—	—	—	—
Charges For Services	1,659,532	1,416,570	1,744,550	1,774,550	357,980	25.3%
Fines, Forfeitures, Penalties	208,376	243,000	245,998	245,998	2,998	1.2%
Total Revenues \$	7,972,280	8,379,446	8,698,988	9,134,123	754,677	9.0%



Surveyor Monument Fund 0366 — Cost Center 1179 Major Changes to the Budget

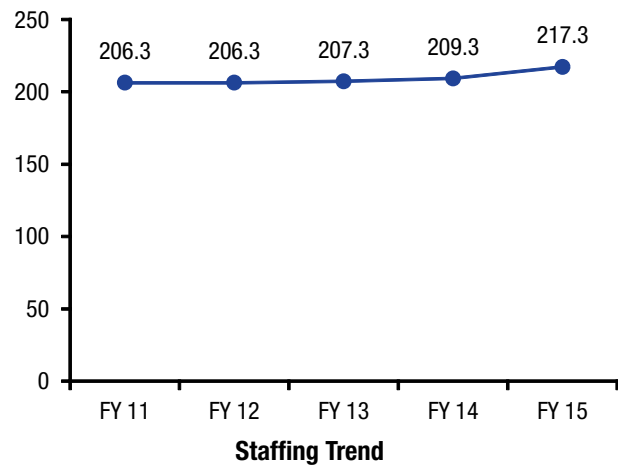
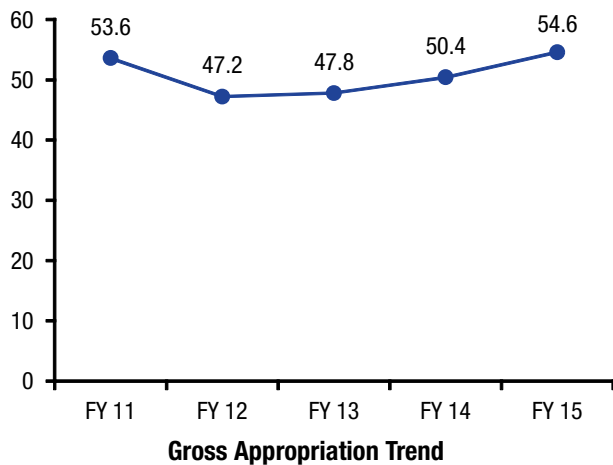
	Positions	Appropriations	Revenues
0366-Survey Monument Preservation Fund (Fund Number 0366)			
Current Level Budget			
FY 2014 Approved Budget	—	\$ 105,000	\$ 41,355
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 100,000	\$ 41,355
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 100,000	\$ 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 2014 Approved Budget	83.0	\$ 13,808,746	\$ 8,338,091
Board Approved Adjustments During FY 2014	1.0	123,318	83,879
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	542,784	—
IntraCounty Adjustments	—	(296,763)	—
Other Adjustments	—	233,728	235,663
Subtotal (Current Level Budget)	84.0	\$ 14,411,813	\$ 8,657,633
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Allocate Funding for Transformation and Modernization	4.0	435,135	435,135
Allocate Funding to Reengineer Code Violation Process	2.0	154,048	—
Transfer Clean Water Program to AEM	-2.0	(712,841)	—
Information Technology			
Planning & Development Transformation/Modernization Project	—	830,000	—
Capital			
Subtotal (Recommended Changes)	4.0	\$ 706,342	\$ 435,135
Recommended Budget	88.0	\$ 15,118,155	\$ 9,092,768



Department of Parks and Recreation



Public Purpose

- **Provide, Protect, and Preserve Regional Parklands for the Enjoyment, Education, and Inspiration of this and Future Generations**



Description of Major Services

The Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains 29 diverse parks, and works with other jurisdictions to develop complementary park and recreation facilities and programs. The Department maintains more than 46,000 land acres and 3,030 lake acres. Other facilities include:

- Four major interpretive facilities and the Casa Grande mining history museum;
- Three off leash dog facilities;
- Ten reservoirs with four operating boat launches;
- Twelve campgrounds, including a total of 240 individual campsites, 61 RV campsites, 12 group campsites, eight equestrian campsites, six amphitheaters, three RV dump stations, six shower facilities and yurt camping at Mt. Madonna County Park;
- Forty-three group picnic facilities including 16 covered structures;
- Two golf courses;
- Unique facilities, such as the velodrome, fly-casting ponds, sport practice shooting range, archery ranges, off-road motorcycle park and disc golf course;
- Sixty-nine restroom facilities;
- Three hundred twenty miles of trails including 56 miles of paved trails;
- Twenty-eight miles of paved roads and 135 paved parking lots for a total of 4,938 spaces;
- Ten water systems entirely built and operated by Parks staff;
- Seventy-two vehicle bridges and 40 foot bridges; and
- Ninety-one acres of irrigated lawns and landscaped areas.

The Park Charter Fund

Since 1972, the County residents have demonstrated a commitment to regional parks through the establishment and renewal of the Park Charter Fund (Section 604 of the County Charter). The residents have voted favorably six times to set aside a certain percentage of the County's property tax dollars for parkland acquisition, development, maintenance and operation. The Park Charter Fund is not a new or additional tax, but rather a set-aside of existing property

tax dollars collected by the County. Most recently, the voters renewed the Park Charter fund in June 2006 with an overwhelming 71 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 long-term 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 have been incorporated into the department's work plan. Highlights of recommendations anticipated to be acted upon in the near future 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, 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, and 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 our 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, on-line reservation system, and will expand into providing interpretative information to users of mobile technology. Providing connectivity to the internet while in our 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.

The Department is in the process of retaining VFA, Inc., specialists in facilities assessments, to perform a condition assessment of its major buildings and facilities in response to the Board's concern that deferred maintenance is identified and addressed through the Department's capital program.

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 a variety of opportunities to volunteer as an individual, or part of a community or employer group for those who care about their parks, natural areas, cultural and historic resources and who want to get involved and give back. The department will focus on continuing to expand and enhance its capacity to provide training and support to 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. After a successful initial year, the Department looks forward to continuing the use of the facility as a base of operations for the volunteer program. The facility houses certain Department staff, program equipment and supplies, and serves as a great training facility for volunteers and staff alike.

Many community groups, other agencies, and businesses are interested in working with the Department in more coordinated and long term partnerships. Identifying these opportunities, building these relationships, and coordinating efforts in areas of mutual interest requires concentrated focus. The department proposes to create a dedicated partnership unit that will strive to cultivate community partnerships.

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 is likely to begin the process of bringing parkland forward for Board consideration as part of the reserve system.

Martial Cottle Park Development and Operations

Construction of the 250-acre Martial Cottle Park is well underway. The County and State-owned agricultural park, located at Snell Avenue and Branham Road in San Jose, will include approximately four 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. The perimeter portion of the multi-use trail was opened to public use on February 1st. The full opening of the park is scheduled for the fall of 2014. The department is requesting four additional positions to support the operation of the park. With the recent passing of the donor, Walter Lester, the department has assumed responsibility for the operation of the 32 acre life estate which includes the historic homestead and active agricultural uses. The process for planning for including the life estate into the broader park will begin later this year.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Martial Cottle Park Opening	↑	Establish operating budget for Martial Cottle Park	4.0	443,463	45,500
Enhance Marketing and Outreach Efforts	↑	Expand marketing program and conduct a trail and visitation study	—	70,175	20,000
Maintenance and Planning Staff Training	↑	Enhance training in park planning, tractor operations and maintenance management	—	24,200	6,900

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



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Technology Acquisition	↑	Enhance automation with AutoCAD software and reservation system upgrades	—	26,000	7,700
Habitat Conservation Plan Implementation	↑	Allocate funds for Silicon Valley Habitat Plan related costs	—	60,000	—
Fixed Asset Acquisitions	↑	Replace aging equipment and add new equipment for Stevens Creek and Calero Parks	—	—	389,250
Create Consolidated Call Center	◆	Create a reservations call center and provide back-up support	1.0	80,112	—
Establish Retail Program to Enhance Revenue	↑	Augment fund revenue through a new Parks retail program	1.0	133,163	—
Enhance Partnerships and Event Production	↑	Augment fund revenue through a new partnership effort and the reassignment of event planning to a new staff member	—	115,000	—
Parks Capital Projects	↑	One-time funding for new capital improvement projects that will improve infrastructure and Park user experience.	—	—	\$11,235,000

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

↑ Martial Cottle Park Opening

Recommended Action: Establish an ongoing operations and maintenance budget for Martial Cottle Park. Add 4.0 FTE operational staff, services and supplies, revenue and fixed asset appropriations as per the following table.

Martial Cottle Park Budget Augmentation – FY 2015

Description	Amount
FY 2015 Revenue	\$33,500
Expenditures	
Salaries and Benefits	
2.0 FTE Park Maintenance Worker II	\$185,920
1.0 Park Services Attendant	\$62,227
1.0 Park Ranger II	\$113,976
Total Salaries and Benefits	\$362,123
Services and Supplies	\$114,840
Fixed Assets (one-time)	\$45,500
Total Expenditures	\$522,463
Net Cost	\$488,963

Service Impact: The addition of these four positions is the continuation of the graduated staffing plan approved in February 2011 by the Board of Supervisors in the Martial Cottle Park Master Plan. The Department is implementing Phase I of the Master Plan and opened a 1.5 mile section of the perimeter trail on

February 1, 2014. Completion of Phase I improvements is expected by the end of 2014 when the park will open to the public.

Under the supervision of the Martial Cottle Park Manager, the Park Maintenance Workers will be responsible for grounds cleaning, landscaping, maintenance and repair tasks for the park seven days a week. The Park Ranger will provide public safety functions including law enforcement, emergency medical response and initial fire response. The Ranger will also provide interpretive programs, protect natural resources, manage the kiosk operation and work with volunteers. The Park Service Attendant will work in the entrance kiosk as the first point of contact for visitors entering the park by vehicle. Duties of the position include collecting fees and providing directions and information to the public.

Operating the park also requires an ongoing \$114,840 services and supplies budget. This budget is an initial estimate which will be evaluated and adjusted as park use is more clearly defined and actual cost data becomes available. With the opening of the park, a one-time fixed asset purchase for a flail mower and a tractor



are needed. These will be used to flail both sides of more than four miles of multi-use trail and fence lines adjacent to the farmed areas and roadways.

Positions Added: 4.0 FTE
Ongoing Net Cost: \$443,463
One-time Cost: \$45,500

↑ Enhance Marketing and Outreach Efforts

Recommended Action: Establish a \$70,175 ongoing services and supplies appropriation for a marketing program and a \$20,000 one-time appropriation for a trail and park visitation study.

Service Impact: The marketing program budget appropriation will be used to develop a marketing plan that encompasses partnerships, sponsorships, donations, special events and programs, and general awareness of the park system. It will also be used to develop and design the Department's first Annual Report publishing information about its mission statement, accomplishments, successful programming, and finances. The marketing program will include the development of an online donation program and merchandising store.

The one-time funding is for a trail and park visitation study which will use a systematic and statistically reliable method to track and report on park and trail visitations. The results of this study will be used to fulfill grant requirements, identify customer service needs and provide a basis for facility and service improvement.

Background: The Department participated in the County's Center for Leadership Transformation initiative by creating a Strategic Team for Action and Results in 2013. Both of these recommendations are the result of the Department's effort to enhance customer service and department operations through this team's work.

Ongoing Cost: \$70,175
One-time Cost: \$20,000

↑ Maintenance and Planning Staff Training

Recommended Action: Establish a \$24,200 ongoing services and supplies appropriation for maintenance staff training and a \$6,900 one-time appropriation for planning staff to attend a professional conference.

Service Impact: The ongoing funding will allow maintenance staff to attend the National Recreation and Park Association Maintenance Management School and to be trained in tractor operations for trail maintenance and grading. Both trainings will enhance staff's professional skills for effective park maintenance.

The one-time funding will allow three planners to attend the American Planning Association (APA) conference in Southern California. The educational sessions at the APA conference will greatly benefit Park's planning staff in their job responsibilities associated with regional parks planning and environmental review and compliance documents.

Ongoing Cost: \$24,200
One-time Cost: \$6,900

↑ Technology Acquisition

Recommended Action: Allocate one-time and ongoing funding for the following technology projects:

- AutoCAD Platform software – \$7,700
- Reservation system software upgrade – \$26,000

Service Impact: The one-time AutoCAD software will provide a tool for staff to work more effectively with architectural and structural consultants with the goal of reducing the volume of change orders during a construction project. It will also enable staff to keep an electronic database of Park's buildings to facilitate future customization and maintenance.

The funding for a reservation system upgrade is phased over two years (\$20,000 a year, \$40,000 total). The upgrade will allow the Department to expand its reservation system capabilities to provide a comprehensive real-time master calendar. It will also add modules for reservation management relating to the Outdoor Recreation Program and Park Special Use Program, build a new web page, and provide online point of sale capability. The expanded and upgraded software also requires and ongoing appropriation for maintenance and support.

Ongoing Cost \$26,000
One-time Cost: \$7,700

↑ Habitat Conservation Plan Implementation

Recommended Action: Establish an ongoing \$60,000 services and supplies appropriation for Santa Clara Valley Habitat Plan (SCVHP) related surveys and analyses.

Service Impact: Pursuant to the SCVHP, the Department will incur costs for conducting surveys and analyses related to projects that may have an impact under the plan. This action establishes an appropriation for costs related to the SCVHP.

Ongoing Cost \$60,000

↑ Fixed Asset Acquisitions

Recommended Action: Allocate one-time funding for the following fixed assets:

- Excavator hydraulic cutter head – \$18,400
- Echidna rock saw – \$21,200
- Rotary slope mower – \$110,000
- Skip loader tractor (2) – \$180,000
- 90 HP boat motor (2) – \$18,650
- Polaris ranger (2) – \$33,000
- Trailer – \$8,000

Service Impact: The hydraulic cutter head excavator and rock saw will be used in trail construction to efficiently remove rock outcroppings and to cut stones and large rocks. The slope mower and two skip loader tractors are replacing 20-year old equipment under the Department's ten-year off-road diesel equipment replacement plan to meet the upcoming California Air Resource Board diesel emission reduction requirements. The boat motors are replacements of two marine outboard motors on park patrol boats, which are the primary patrol and emergency response boats for the reservoir. The current motors have exceeded their recommended replacement schedule and their service history demonstrates that it is no longer cost effective to repair them. The Polaris rangers will be new equipment for Calero and Stevens Creek Parks. They will be used by staff to access single track trails which are currently accessed by foot only. The trailer will be

used to store and transport tools and supplies for various volunteer field events sponsored by the Volunteer Program.

One-time Cost: \$389,250

◆ Create Consolidated Call Center

Recommended Action: Add 1.0 FTE Office Specialist III Position to a new call center unit.

Service Impact: The department is reorganizing its reception and park use permit areas into a combined call center function. It will be staffed by the current Office Management Coordinator, two reservation agents and the Park Use Coordinator. The Office Specialist III will support and back-up the Park Use Coordinator and reservation agents. The position will also help with the implementation of a new integrated online reservation and point-of-sale system.

**Positions Added: 1.0 FTE
Ongoing Cost \$80,112**

↑ Establish Retail Program to Enhance Revenue

Recommended Action: Add 1.0 FTE Unclassified Senior Management Analyst position to establish a Parks retail program.

Service Impact: A strategic goal for the Department is to be fiscally sustainable and a key component of achieving that goal is to generate more revenue. An untapped opportunity exists to improve the visitor's experience and to generate additional revenue by developing and implementing a retail program to sell sundries, small food items, beverages and ice. This opportunity exists especially at parks with campgrounds since campers often forget to bring important items for their camping stay. An in-park retail store would stock and provide these needed items saving campers a trip out of the park.

The Senior Management Analyst will be responsible for developing the entire program including researching applicable policies and ordinances, surveying other park districts' camp store programs, developing a staffing plan, developing a merchandise pricing plan, developing policy and procedures; working closely with IT staff to install the new integrated computerized

reservation and point-of-sale system (including training staff on how to use the system for POS functions); providing customer service training; working with Procurement to establish contracts for resale items; managing the online gift shop contract; establishing and supplying all new gift shops and marina stores, including ordering inventory, purchasing appropriate fixtures; developing a business plan (including finances, advertising, marketing, staffing, store design, phased approach to opening new gift shops, etc.); understanding the market and competition; establishing quality standards and finally, coordinating with existing gift shops to transition them into the new program.

An unclassified position is best suited for the development phase of the program. Once the program is approved for implementation, ongoing maintenance and support will be assigned to a permanent manager. At that time, the Department will determine if that manager is existing staff or if the program needs additional staff.

Positions Added: 1.0 FTE
Ongoing Cost: \$133,163

↑ Enhance Partnerships and Event Production

Recommended Action: Allocate \$115,000 to fund the addition of a new position in FY 2015. The specific job classification for the new position is to be determined by the Employee Services Agency.

Service Impact: The recommended position is needed to coordinate special events. It will assume responsibility for producing the annual Fantasy of Lights and Festival in the Park events. This position will also be charged with developing other major special event programs. Creation of this position will allow the event planning to be done at a lower cost. The Program Manager II position that is currently responsible for this event planning will be reassigned as the Partnership Manager. In this role, the position will be responsible for increasing the Department's earned income through sponsorships and partnerships.

Ongoing Cost: \$115,000

↑ Parks Capital Projects

Recommended Action: Allocate one-time funding for fourteen 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 table below.

One-time Cost: \$11,235,000

Fiscal Year 2015 Capital Projects

Project	Purpose	Amount
Acquisition Holding Account	Funding from the estimated 15% set aside of the voter-approved Park Charter Fund for the acquisition of future parkland.	\$6,500,000
Labor Distribution	Set-asides to capture labor costs associated with capital projects	\$1,700,000
Vasona Lake County Park Water/Irrigation System	Replace the park's water/irrigation system which is over 28 years old, corroded and maintenance intensive. The project was approved for design funding in FY 2011. This augmentation is to fund the construction phase of the project which will begin in the spring of 2015.	\$800,000
Motorcycle County Park (MCP) Site Plan Implementation	This project will expand the existing parking lot and make improvements to the existing maintenance shop. The MCP Site Plan completed in 2013 identified these areas for improvement.	\$510,000
Calero and Rancho San Vicente Trails MP Implementation	Expand the staging area at the park entrance, the loop trail and the intersection of McKean and Fortini Roads	\$500,000
Park Wi-Fi Installation	In order to meet park visitors' need to stay electronically connected, the Department will install either hard-wired or Wi-Fi wireless technology in the kiosks and/or visitor centers of five park locations. This is the first phase of the project, with the number of locations to be expanded in future years.	\$260,000



Fiscal Year 2015 Capital Projects

Project	Purpose	Amount
Paving Management	A 2013 survey of all paved surfaces in County parks indicated a critical need for regular maintenance of the paved infrastructure based on the Pavement Condition Index (PCI). The Department will allocate funds annually to improve pavement conditions. Pavement infrastructure with the lowest PCI score will receive funding first.	\$250,000
Field Sports County Park Office	This office has a number of infrastructure issues due to its age. The Department will use these funds to perform an evaluation of its current condition. It will develop a plan to address prioritized issues and implement repairs if funding is sufficient.	\$200,000
Contingency Reserve	Annual allocation used to augment CIP projects as needed.	\$200,000
Los Gatos Creek Trail Widening	This item augments an existing project to widen and repave the portion of Los Gatos Creek trail that is in Vasona Park. In 2011 the County allocated \$1 million to this project. Construction is scheduled for spring 2015 and another \$100,000 is needed.	\$100,000
Historical Heritage Grant Program	Grant funding to local public agencies and non-profit groups for historic preservation projects located in a public park or on eligible private property dedicated for park purposes.	\$90,000
Strategic Plan Update	The Department's strategic plan was approved by the Board in 2004 and updated in 2006. This plan provides the Department with a framework to balance recreational opportunities and resource protection while allowing it to grow. The plan includes a goal to update it periodically.	\$75,000
Coyote Lake Harvey Bear Ranch Improvements	Conduct an archaeological and cultural study for the West Flat Area to map the locations of sensitive artifacts before embarking on design to implement improvements as described in the master plan.	\$40,000
Chitactac Adams Restroom	Due to many issues related to the restroom site, the replacement of this restroom will be more expensive than originally planned. This action augments the \$60,000 allocated in the FY 2012 Approved Budget.	\$10,000
Total		\$11,235,000

Parks and Recreation Department— Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5803	Martial Cottle Park - Fund 0039	\$ —	\$ 312,199	\$ 118,450	\$ 640,913	\$ 328,714	105.3%
5851	Volunteer Program Fund 0039	329,862	449,845	455,473	463,970	14,125	3.1%
5852	Interpretive Program Fund 0039	1,019,461	1,200,499	1,164,005	1,280,124	79,625	6.6%
5864	Natural Resource Mgt Fund 0039	594,740	997,002	1,093,598	1,154,219	157,217	15.8%
5900	Parks Dedicated Development Fund 0064	1,239,819	1,678,484	163,093	2,833,093	1,154,609	68.8%
5901	Parks Capital Improvement Fund 0056	3,187,737	2,306,330	54,600	1,929,600	(376,730)	-16.3%
5902	Parks Hist Heritage Fund 0065	65,260	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	1,085,324	6,319,511	213,699	6,813,699	494,188	7.8%
5905	Parks Capital Improve Grant Fund 0067	299,788	—	—	—	—	—
5906	Parks Interest Fund 0068	25,000,000	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,403,793	1,808,317	2,016,009	2,037,376	229,059	12.7%
5908	Construction Svcs Fund 0039	207,470	803,281	856,326	864,647	61,366	7.6%



Parks and Recreation Department— Budget Unit 710
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
071010	Administration Fund 0039	3,023,107	3,385,713	3,808,708	4,013,909	628,196	18.6%
071011	Customer & Business Svcs Fund 0039	5,887,281	4,855,799	5,472,338	5,648,262	792,463	16.3%
071013	Park Operations Fund 0039	12,558,436	13,018,125	13,391,829	13,425,515	407,390	3.1%
071014	Park Maintenance Fund 0039	10,330,750	11,468,114	11,296,172	11,669,956	201,842	1.8%
Total Net Expenditures \$		66,232,827 \$	48,693,219 \$	40,104,300 \$	52,865,283 \$	4,172,064	8.6%

Parks and Recreation Department— Budget Unit 710
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5803	Martial Cottle Park - Fund 0039	\$ —	\$ 312,199	\$ 118,450	\$ 640,913	\$ 328,714	105.3%
5851	Volunteer Program Fund 0039	329,862	449,845	455,473	463,970	14,125	3.1%
5852	Interpretive Program Fund 0039	1,019,461	1,200,499	1,164,005	1,280,124	79,625	6.6%
5864	Natural Resource Mgt Fund 0039	602,715	997,002	1,093,598	1,154,219	157,217	15.8%
5900	Parks Dedicated Development Fund 0064	1,239,819	1,697,080	169,800	2,839,800	1,142,720	67.3%
5901	Parks Capital Improvement Fund 0056	3,187,737	2,306,330	54,600	1,929,600	(376,730)	-16.3%
5902	Parks Hist Heritage Fund 0065	65,260	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	1,085,324	6,319,511	214,000	6,814,000	494,489	7.8%
5905	Parks Capital Improve Grant Fund 0067	299,788	—	—	—	—	—
5906	Parks Interest Fund 0068	25,000,000	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,646,683	1,808,317	2,016,009	2,037,376	229,059	12.7%
5908	Construction Svcs Fund 0039	719,761	803,281	856,326	864,647	61,366	7.6%
071010	Administration Fund 0039	3,023,107	3,385,713	3,808,708	4,013,909	628,196	18.6%
071011	Customer & Business Svcs Fund 0039	5,887,281	6,555,799	7,172,338	7,348,262	792,463	12.1%
071013	Park Operations Fund 0039	12,558,436	13,018,125	13,391,829	13,425,515	407,390	3.1%
071014	Park Maintenance Fund 0039	10,367,680	11,468,114	11,296,172	11,669,956	201,842	1.8%
Total Gross Expenditures \$		67,032,913 \$	50,411,815 \$	41,811,308 \$	54,572,291 \$	4,160,476	8.3%



Parks and Recreation Department— Budget Unit 710

Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 23,333,748	\$ 24,942,667	\$ 26,517,287	\$ 27,207,685	\$ 2,265,018	9.1%
Services And Supplies	11,629,455	13,199,248	13,504,021	13,904,856	705,608	5.3%
Fixed Assets	6,259,000	10,479,900	—	11,669,750	1,189,850	11.4%
Operating/Equity Transfers	25,810,710	1,690,000	1,690,000	1,690,000	—	—
Reserves	—	100,000	100,000	100,000	—	—
Total Gross Expenditures	\$ 67,032,913	\$ 50,411,815	\$ 41,811,308	\$ 54,572,291	\$ 4,160,476	8.3%
Expenditure Transfers	(800,086)	(1,718,596)	(1,707,008)	(1,707,008)	11,588	-0.7%
Total Net Expenditures	\$ 66,232,827	\$ 48,693,219	\$ 40,104,300	\$ 52,865,283	\$ 4,172,064	8.6%

Parks and Recreation Department— Budget Unit 710

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5803	Martial Cottle Park - Fund 0039	\$ —	\$ —	\$ —	\$ 33,500	\$ 33,500	NA
5851	Volunteer Program Fund 0039	1,500	—	—	—	—	—
5900	Parks Dedicated Development Fund 0064	1,957,463	2,008,336	2,229,346	2,229,346	221,010	11.0%
5901	Parks Capital Improvement Fund 0056	26,170,026	1,600,000	1,600,000	1,600,000	—	—
5902	Parks Hist Heritage Fund 0065	90,000	90,000	90,000	90,000	—	—
5903	Parks Acquisition Fund 0066	5,938,141	6,025,011	6,688,037	6,688,037	663,026	11.0%
5905	Parks Capital Improve Grant Fund 0067	(597)	—	—	—	—	—
5906	Parks Interest Fund 0068	613,100	1,100,000	1,100,000	1,100,000	—	—
5907	Planning & Dev Fund 0039	12,276,817	1,490,000	1,610,000	1,610,000	120,000	8.1%
5908	Construction Svcs Fund 0039	862	—	—	—	—	—
071010	Administration Fund 0039	54,144	32,930	32,930	32,930	—	—
071011	Customer & Business Svcs Fund 0039	35,539,451	36,606,193	40,179,336	40,179,336	3,573,143	9.8%
071013	Park Operations Fund 0039	711,253	375,000	375,000	375,000	—	—
	Total Revenues	\$ 83,352,159	\$ 49,327,470	\$ 53,904,649	\$ 53,938,149	\$ 4,610,679	9.3%



Parks and Recreation Department— Budget Unit 710

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 5,638,662	\$ 5,247,000	\$ 5,575,000	\$ 5,608,500	\$ 361,500	6.9%
Other Financing Sources	11,479,165	528,000	537,000	537,000	9,000	1.7%
Aid From Government Agencies - State	560,564	605,738	605,738	605,738	—	—
Licenses, Permits, Franchises	140,183	130,000	160,000	160,000	30,000	23.1%
Taxes - Current Property	38,871,138	40,090,998	44,301,177	44,301,177	4,210,179	10.5%
Aid From Government Agencies - Federal	12,669	25,734	25,734	25,734	—	—
Revenue From Other Government Agencies	25,997,655	1,600,000	1,600,000	1,600,000	—	—
Revenue From Use Of Money/Property	612,503	1,100,000	1,100,000	1,100,000	—	—
Fines, Forfeitures, Penalties	39,620	—	—	—	—	—
Total Revenues	\$ 83,352,159	\$ 49,327,470	\$ 53,904,649	\$ 53,938,149	\$ 4,610,679	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 2014 Approved Budget	2.0	\$ 312,199	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	(206,199)	—
IntraCounty Adjustments	—	12,450	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 118,450	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Martial Cottle Park Opening	4.0	522,463	33,500
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 522,463	\$ 33,500
Recommended Budget	4.0	\$ 640,913	\$ 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 2014 Approved Budget	2.0	\$ 449,845	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(2,120)	—
IntraCounty Adjustments	—	7,748	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 455,473	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 497	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	8,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 8,497	\$ —
Recommended Budget	2.0	\$ 463,970	\$ —

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 2014 Approved Budget	8.5	\$ 1,200,499	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(39,669)	—
IntraCounty Adjustments	—	7,975	—
Other Adjustments	—	(4,800)	—
Subtotal (Current Level Budget)	7.5	\$ 1,164,005	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,119	\$ —
Decision Packages			
Enhance Partnerships and Event Production	—	115,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 116,119	\$ —
Recommended Budget	7.5	\$ 1,280,124	\$ —



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 2014 Approved Budget	5.0	\$ 997,002	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	88,581	—
IntraCounty Adjustments	—	15,955	—
Other Adjustments	—	(7,940)	—
Subtotal (Current Level Budget)	6.0	\$ 1,093,598	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 621	\$ —
Decision Packages			
Habitat Conservation Plan Implementation	—	60,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 60,621	\$ —
Recommended Budget	6.0	\$ 1,154,219	\$ —

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 2014 Approved Budget	—	\$ 1,678,484	\$ 2,008,336
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(391)	—
Other Adjustments	—	(1,515,000)	221,010
Subtotal (Current Level Budget)	—	\$ 163,093	\$ 2,229,346
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2015	—	2,670,000	—
Subtotal (Recommended Changes)	—	\$ 2,670,000	\$ —
Recommended Budget	—	\$ 2,833,093	\$ 2,229,346



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 2014 Approved Budget	—	\$ 2,306,330	\$ 1,600,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,730)	—
Other Adjustments	—	(2,250,000)	—
Subtotal (Current Level Budget)	—	\$ 54,600	\$ 1,600,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2015	—	1,875,000	—
Subtotal (Recommended Changes)	—	\$ 1,875,000	\$ —
Recommended Budget	—	\$ 1,929,600	\$ 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 2014 Approved Budget	—	\$ 90,000	\$ 90,000
Board Approved Adjustments During FY 2014	—	—	—
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 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2015	—	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 2014 Approved Budget	— \$	6,319,511 \$	6,025,011
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,812)	—
Other Adjustments	—	(6,100,000)	663,026
Subtotal (Current Level Budget)	— \$	213,699 \$	6,688,037
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2015	—	6,600,000	—
Subtotal (Recommended Changes)	— \$	6,600,000 \$	—
Recommended Budget	— \$	6,813,699 \$	6,688,037

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 2014 Approved Budget	— \$	— \$	1,100,000
Board Approved Adjustments During FY 2014	—	—	—
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 2015			
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 2014 Approved Budget	8.3	\$ 1,808,317	\$ 1,490,000
Board Approved Adjustments During FY 2014	1.0	130,982	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.1	77,105	—
IntraCounty Adjustments	—	1,598	—
Other Adjustments	—	(1,993)	120,000
Subtotal (Current Level Budget)	9.3	\$ 2,016,009	\$ 1,610,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,367	\$ —
Decision Packages			
Enhance Marketing and Outreach Efforts	—	20,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 21,367	\$ —
Recommended Budget	9.3	\$ 2,037,376	\$ 1,610,000

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 2014 Approved Budget	5.0	\$ 803,281	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,388	—
IntraCounty Adjustments	—	157	—
Other Adjustments	—	500	—
Subtotal (Current Level Budget)	5.0	\$ 856,326	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 621	\$ —
Decision Packages			
Technology Acquisition	—	7,700	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 8,321	\$ —
Recommended Budget	5.0	\$ 864,647	\$ —



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 2014 Approved Budget	12.0	\$ 3,385,713	\$ 32,930
Board Approved Adjustments During FY 2014	1.0	124,695	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	291,517	—
IntraCounty Adjustments	—	48,733	—
Other Adjustments	—	(41,950)	—
Subtotal (Current Level Budget)	14.0	\$ 3,808,708	\$ 32,930
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,863	\$ —
Decision Packages			
Enhance Marketing and Outreach Efforts	—	70,175	—
Establish Retail Program to Enhance Revenue	1.0	133,163	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 205,201	\$ —
Recommended Budget	15.0	\$ 4,013,909	\$ 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 2014 Approved Budget	24.0	\$ 4,855,799	\$ 36,606,193
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	133,182	—
IntraCounty Adjustments	—	538,057	—
Other Adjustments	—	(54,700)	3,573,143
Subtotal (Current Level Budget)	24.0	\$ 5,472,338	\$ 40,179,336
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 38,712	\$ —
Decision Packages			
Maintenance and Planning Staff Training	—	31,100	—
Technology Acquisition	—	26,000	—
Create Consolidated Call Center	1.0	80,112	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 175,924	\$ —
Recommended Budget	25.0	\$ 5,648,262	\$ 40,179,336



Park Operations Fund 0039 — Cost Center 071013
Major Changes to the Budget

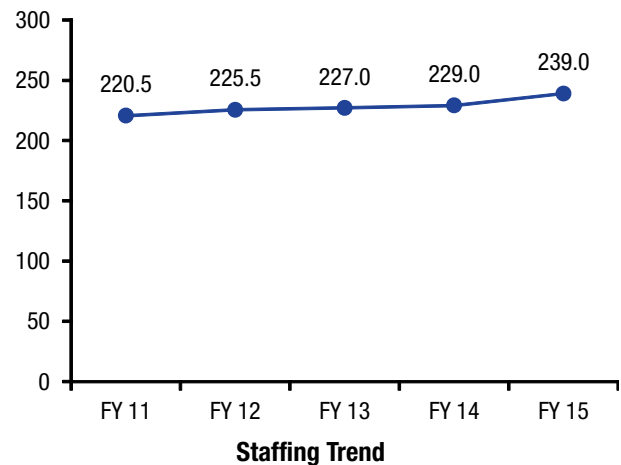
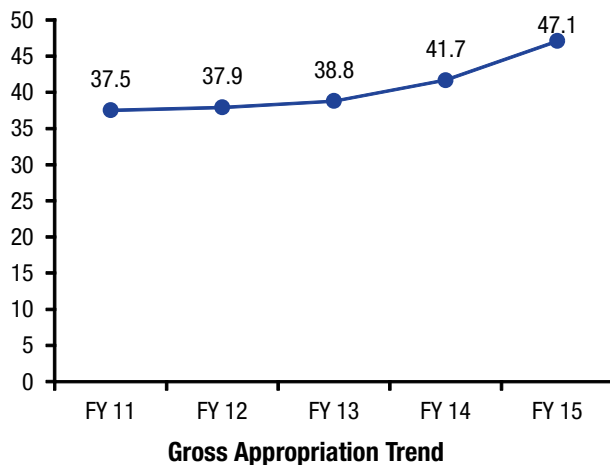
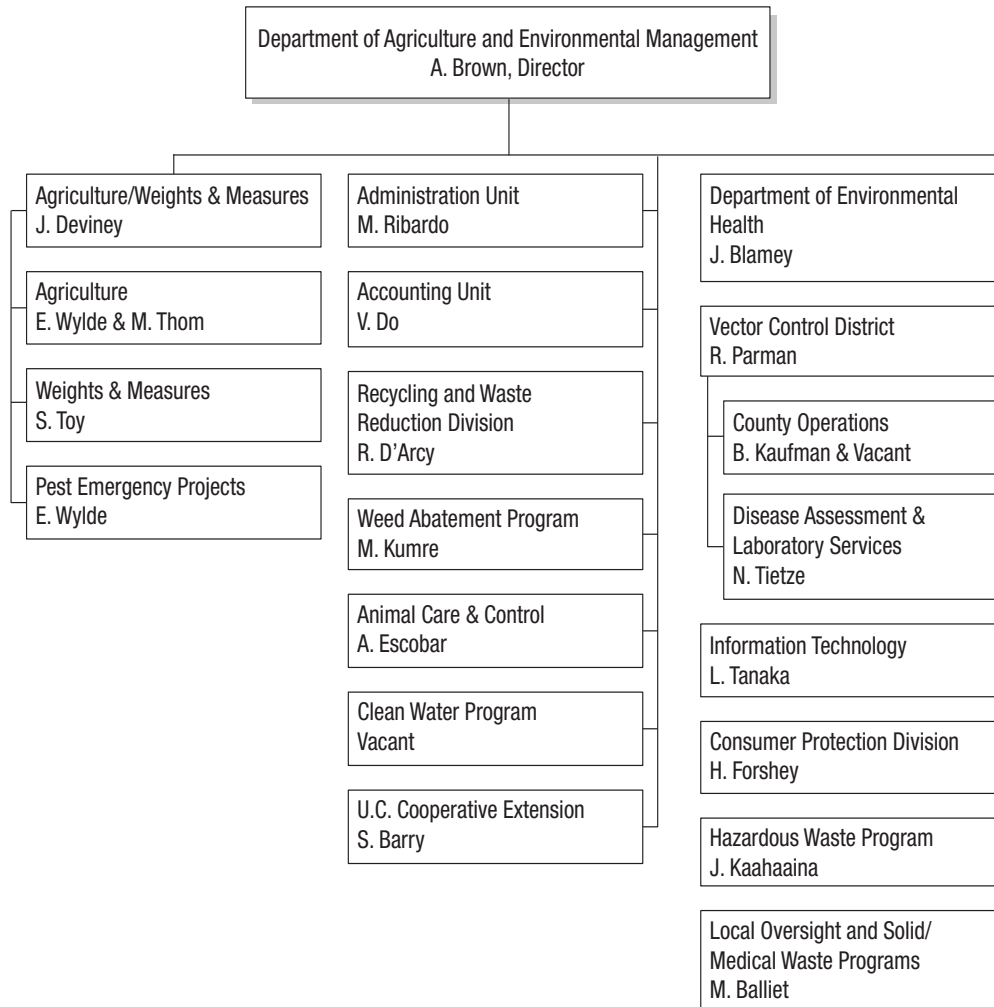
	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2014 Approved Budget	72.0	\$ 13,018,125	\$ 375,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	555,458	—
IntraCounty Adjustments	—	(205,549)	—
Other Adjustments	—	23,795	—
Subtotal (Current Level Budget)	73.0	\$ 13,391,829	\$ 375,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 15,036	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	18,650	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 33,686	\$ —
Recommended Budget	73.0	\$ 13,425,515	\$ 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 2014 Approved Budget	70.5	\$ 11,468,114	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	368,700	—
IntraCounty Adjustments	—	(12,335)	—
Other Adjustments	—	(528,307)	—
Subtotal (Current Level Budget)	70.5	\$ 11,296,172	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 11,184	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	362,600	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 373,784	\$ —
Recommended Budget	70.5	\$ 11,669,956	\$ —



Agriculture and Environmental Management



Section 5: Housing, Land Use, Environment & 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 Department of Agriculture and Environmental Management is to:

- Promote and protect the agricultural industry of the County and its environment;
- Ensure the health and safety of the County's citizens and foster confidence and equity in the marketplace;
- Prevent, preserve and improve the environmental factors affecting the community's health and safety; and
- Protect public health and safety by detecting and minimizing vector-borne disease, abating 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 Department includes the following major programs:

- Agriculture and Environmental Management
- Department of Environmental Health
- Vector Control District

Agriculture and Environmental Management

The Department enforces State and local laws and ordinances related to agriculture production, equity in the marketplace, animals, weed abatement and recycling and waste diversion.

The major services of the Department include:

- Ensure legal, responsible, and judicious use of pesticides by farmers, pest control companies, government, industry and the general public;
- Prevent the introduction, establishment and spread of pests and diseases;
- Test and certify all commercial weighing and measuring devices within the County, including gas pumps, retail checkout stands, and taxi meters;
- Inspect price verification systems (scanners) in retail businesses. The Weights & Measures Division is responsible for protecting both buyers and sellers by inspecting and testing various commercial devices to ensure accuracy. These inspections are mandated by the State and conducted in accordance with State regulations and procedures;
- Provide animal control field services and sheltering services to the unincorporated areas of Santa Clara County, to ensure and protect the health and safety of the people and animals of the unincorporated areas. The Animal Shelter accepts stray dogs, cats and livestock from the unincorporated areas, maintains lost and found records for animals throughout the County and actively works to reunite pet owners with their lost companions. The County also provides a widely available low-cost spay/neuter program for cats and dogs. This program is available to all County residents through partner veterinary clinics;

- Implement and monitor the County's integrated waste management plan, conduct household hazardous waste collection, 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 and local ordinances to protect the public from food-borne illnesses, releases of hazardous materials, contamination of ground water and other environmental hazards.

The major services of the DEH include:

- Inspect and issue permits to retail food facilities, such as restaurants, markets, bars and food vehicles to prevent food-borne illnesses;
- Inspect public swimming pools and spas to prevent the transmission of disease and illness and to ensure public safety;
- Issue permits for private sewer systems and inspect drinking water sources from individual or private wells;
- Conduct public outreach and environmental monitoring of potential childhood lead exposures;
- Conduct solid medical waste enforcement programs;
- Monitor and inspect underground fuel storage tanks for leaks;
- Inspect and permit the handling, storage, and disposal 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 residential areas for mosquitos to protect against West Nile Virus and other mosquito-borne diseases;

- Inspect and abate mosquito habitats within streams, marshlands and storm catch basins Countywide;
- Provide wildlife education and management services when health and safety are at risk; and
- Participate in the South Bay Salt Pond Restoration Project in the lower area of San Francisco Bay.

Current and Emerging Issues

Development of an Agency Structure

The next steps in integrating the existing three separate budget units within the Department of Agriculture and Environmental Management (AEM) into a more cohesive Agency structure will be carried out in FY 2015 with the proposed consolidation and reorganization of the Administrative Units in Environmental Health and Agriculture. Similar to the consolidation of the Accounting Units that occurred in FY 2014, this consolidation will open up opportunities for cross utilization and training of existing staff, and streamline oversight and review. The Agency will also explore a name change to more accurately reflect the current structure of AEM.

Staff from different divisions from within two of the three budget units attended Center for Leadership and Transformation (CLT) workshops together and have initiated four teams to look strategically at the organization and develop recommendations for improving processes, customer service, training and communication.

County of Santa Clara Animal Shelter – Pet Adoption Days

The County of Santa Clara Animal Shelter participated in the Maddie's Pet Adoption Days in 2013, which was a huge success. Maddie's Fund has again invited Santa Clara County to participate in their 2014 Pet Adoption Days, which will include 14 communities in 9 states throughout the country to find loving homes for 10,000 shelter animals in just two days: May 31, 2014 and June 1, 2014. California will have four counties participating, including Alameda, Contra Costa, San Francisco and

Santa Clara. Maddie's Fund has earmarked \$10 million as a way to give back to the participating organizations, donating up to \$2,000 per adopted dog or cat. All adoption fees for the public will be waived.

Clean Water Program

The County Executive's recommendations include moving the Clean Water Program from the Department of Planning and Development to the Department of Agriculture and Environmental Management in FY 2015.

On-Site Wastewater Treatment System Ordinance

The Department of Environmental Health, with assistance of the Department of Planning and Development, completed a long-term project to comprehensively review and update of the County's On-site Wastewater Treatment System Ordinance (OWTS). As part of the project, technical studies and GIS-based analyses were completed. This formed the basis for recommendations for updates and improvements to the County ordinance. The Board of Supervisors unanimously approved the Ordinance and it was adopted December 26, 2013.

The County of Santa Clara's previous OWTS Ordinance and related General Plan policies allowed only conventional septic tanks and drain fields. The revised ordinance allows for more efficient and environmentally superior alternative OWTS systems. The new systems will provide significant benefits to property owners in unincorporated areas of the County (for example, Holiday Lake Estates and Redwood Estates), which have older septic systems and will need

efficient and sustainable solutions for dealing with marginal or failing systems.

This Ordinance and associated policies, along with a detailed application, will be submitted to the Regional Water Quality Control Board in Spring 2014 in order to demonstrate compliance with AB 885, legislation that governs the state-wide oversight of on-site wastewater disposal.

Site Mitigation Program – Local Oversight Program (LOP) Certification

On April 19, 2013, the Department of Environmental Health (DEH) was certified by the State Water Resources Control Board (SWRCB) as a Local Oversight Program (LOP) in response to regulatory changes from AB 1701. This certification allowed DEH to continue to oversee corrective actions from Underground Storage Tank releases (as of June 30, 2013, only a certified local agency is permitted to oversee these corrective actions). Several criteria were established to evaluate local agency resources and include on-going state agency audits of local programs.

Environmental Health has served as a LOP through a contract with the SWRCB for underground storage tank releases since 2005. Maintaining a local program provides enhanced oversight and enforcement efforts for developers and responsible parties who are looking for faster turnaround for clean-up of these sites.

On-line Reporting of Restaurant Inspection Results

The Department of Environmental Health, Consumer Protection Division (CPD), provides the public with access to important information collected by staff during routine and non-routine inspections. California SB 180 (Sher, 2000) mandated a standardized approach to Internet posting of violations, which CPD implemented in 2001.

Since then, the Department upgraded its inspection information portal by incorporating Google Maps to facilitate searches by the public, and has made modifications to the report seen by the public. Additionally, the website visibility is regularly modified

to ensure that when the public searches for “restaurant inspections in Santa Clara County” the DEH website is at the top of the search results.

Significant changes to the presentation of the information and the content displayed on the website are planned for Summer 2014, following the completion of an upgrade to computerized inspections. Mobile, computerized devices will streamline data collection by field specialists. Electronic inspection data will allow the Department to enhance its on-line reporting of site-specific data to the public and improve office efficiencies by reducing the processing of paperwork by hand. With the incorporation of electronically collected inspection information, along with modifications made to the Department’s website, the public will have access to more information in a more user-friendly format.

California Environmental Reporting System

State law requires that all Unified Program-related information which was previously submitted by businesses to Certified Unified Program Agencies (CUPAs) in hard copy format be submitted electronically beginning January 1, 2013. This information is now required to be electronically transmitted to the California Environmental Reporting System (CERS) for all future submittals. The electronic reporting requirements impact approximately 6,274 businesses in the Department of Environmental Health (DEH) jurisdiction. These businesses have a combined total of almost 9,153 permits issued by DEH.

DEH is developing a local portal to collect and send the required information from our local businesses to the State. To assist small businesses, businesses that are not “computer savvy” and businesses with limited or no English speaking ability, DEH staff will provide technical support and guidance, directly enter businesses’ data when necessary, and provide translation assistance as needed. Business and public outreach efforts will be greatly expanded by hosting workshops and providing assistance directly in the field.

The initial data entry process poses the main challenge to many businesses. The shift to electronic reporting impacts some businesses more than others. Larger or more sophisticated companies that are already managing their hazardous materials disclosure and compliance information in databases may see an immediate positive impact since the transition to electronic reporting will be relatively easy. However, a majority of small businesses have not historically

managed their compliance information in that manner, and do not have in-house regulatory compliance personnel to facilitate the necessary changes in their business practices. Many small businesses may not have a sufficient comfort level with the use of computer systems to accurately and efficiently enter required information into CERS.

DEH is making every effort to assist our local businesses through the reporting process by developing a local portal and by providing outreach and direct assistance to our businesses.

Weights and Measures – New Technologies

The purpose of the Weights & Measures Division is to protect consumers and businesses by ensuring that equity prevails in all commercial transactions involving determinations of quantity. These standards function to discourage unfair and dishonest commerce and help eliminate fraud and misrepresentation in commercial transactions.

In recent years, many alternative vehicle fuels and motors including hydrogen, ethanol, natural gas, compressed natural gas, liquefied natural gas, biodiesel, and electric motors have been developed and are becoming mainstream products. The automobile passenger transportation industry has introduced a smart phone and an application to measure time and distance. In addition, the vehicles used to provide this taxi service are not required to be identified, which may encourage many operators to remain unregulated.

As industry introduces new technologies into the marketplace, Weights and Measures faces the challenge of learning and understanding these technologies in order to develop requirements, testing methods, and protocols to protect public interest and ensure a fair price is paid for services rendered.

Agriculture Canine Inspection Team – Post Office Search Warrants

The Canine Inspection Team in the San Jose Post Office enhances inspection and surveillance efforts involving packages containing fruit and plant materials that enter the State through parcel delivery sites. Agricultural products have the ability to carry eggs, maggots, insects, diseases, invasive weeds, and other threats to State plants and wildlife. The California Department of Food

and Agriculture estimates that California agriculture losses to exotic pests exceed \$3 billion annually to the State's \$44.7 billion agriculture industry.

Under the Canine Parcel Inspection Program, the trained "sniffer" dog will scratch at parcels to alert the dog handler that a particular package may contain agricultural products. The package is then pulled from the sort for inspection. However, all First Class Mail and Priority Mail is protected under privacy laws and require either permission from the sender or receiver, or a search warrant to open and inspect the parcel. In an effort to expedite the process, the Agriculture Division has been working with the local United States Attorney's Office and a United States Magistrate Judge to identify the canine alert to a parcel as probable cause and allow the Agricultural Biologist to immediately open and inspect the suspect parcel. When this process is in place, the Canine Inspection Team will be extremely efficient at intercepting packages that contain potential pests that could threaten California's agriculture industry.

Vector Control District – West Nile Virus and Invasive Mosquitos

Since 2004, 19 human cases (including one fatality) of West Nile Virus have been reported in Santa Clara County; two human cases were detected during the summer of 2013. In FY 2014, the Vector Control District conducted 11 ground fogging operations (over twice the previous record) in what turned into the third most intense virus season since 2004.

In addition to the West Nile Virus, the District now faces the possibility of two new invasive mosquito species entering the County: *Aedes albopictus* (Asian Tiger Mosquito) and *Aedes aegypti* (Yellow Fever Mosquito). Both species are efficient vectors of Dengue and Chikungunya viruses, which are significant human pathogens. If established in Santa Clara County, they 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.

In FY 2015, the District's aerial surveillance program for backyard breeding sources will continue. The District will continue to test dead birds for West Nile Virus, monitor mosquito-breeding areas, and respond to citizen requests for assistance and information. The

District also released its first mobile application (SCCVECTOR) for the iPhone and will use this new tool to expand its public outreach efforts and begin enlisting the public through citizen-science projects.

Solid Waste Program – All Purpose Closed Landfill Development

The Department of Environmental Health (DEH) acting as the Local Enforcement Agency (LEA) has oversight authority over closed landfills in the County, with the exception of the City of San Jose. This includes the All Purpose Closed Landfill development in Santa Clara. The property is currently used as a golf course, BMX track, and open space. The landfill is adjacent to the new San Francisco 49ers stadium and has been identified by the City of Santa Clara as an ideal location

to build a new City Center that consists of commercial, residential, retail and mixed use on over 215 acres. The proposed project will need to be reviewed and approved by the LEA, Regional Water Quality Control Board and the California Department of Resources, Recycling and Recovery for conformance with closed landfill development and water quality regulations.

In addition, the LEA recently approved a proposal by the City of Santa Clara to allow parking in the golf course area of the closed landfill to support the parking needs of the new Levi's Stadium. Parking on the closed landfill will only take place during game days and special events throughout the year and special precautions will be taken to ensure the protection of human health and the environment.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Allocate Resources to Weights and Measures Division	↑	Increased inspection to ensure accuracy of commercial weighing and measuring devices	0.5	(\$2,874)	—
Augment Animal Care and Control Program	↑	Increase live release rates and improve the quality of life for animals throughout the County	2.0	\$362,856	\$221,316
Consolidate and Reorganize Administrative Functions	↑	Improve service delivery for all programs by enabling cross-departmental utilization of staff	-0.5	(\$31,506)	(\$25,309)
Transfer-in Clean Water Program	↑	Successful management of environmental issues and additional outreach and education to County residents	2.0	\$758,870	—

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

↑ Allocate Resources to Weights and Measures Division

Recommended Action: Add 0.5 FTE Weights and Measures Inspector I/II/III and increase revenue from fees.

Service Impact: The new Inspector position will increase inspection capacity in the division to ensure the accuracy of commercial weighing and measuring devices and equity in the marketplace through inspections of commodities that are sold on the basis of

weight, measure or count. The Department anticipates an increase in revenue in Device Registration Fees and Scanner Registration Fees, which will offset the costs of the position.

Positions Added: 0.5FTE
Ongoing Net Savings: \$2,874

Increased ongoing cost of \$41,126 for new position is completely offset by an increase of \$44,000 in fee revenue



↑ Augment Animal Care and Control Program

Recommended Action: Augment the Animal Care and Control Program as follows:

Augmented Services	Ongoing Cost	One-time Cost/ (Savings)
0.5 FTE Kennel Attendant	\$41,523	
0.5 FTE Kennel Attendant	\$41,523	
1.0 Veterinary Assistant	\$89,060	
Salary Savings		(\$28,684)
Full-Time Contract Veterinarian	\$78,000	
Dog Bite Prevention Program	\$12,750	
American Veterinary Association compliant surgery room		\$250,000
Medical, Dental and Laboratory Supplies	\$100,000	
Total	\$362,856	\$221,316

Service Impact: This recommendation will increase live release rates and improve the quality of life for animals throughout the County. It includes augmentations to the following areas:

- Increase Shelter Staffing:** Currently, the County's Animal Shelter is staffed with four full-time Kennel Attendants, one full-time Veterinary Assistant and a contract Veterinarian Technician. Since the Shelter is open seven days a week, there are days when only two Kennel Attendants are available and the Shelter Supervisor and Veterinary Assistant perform Kennel Attendant duties in order to maintain appropriate care for Shelter animals. The Veterinary Assistant also has lead responsibilities when the Shelter Supervisor is off. These duties take away from the Veterinary Assistant's ability to perform animal health checks, which are then postponed or completed by either the contract Veterinarian or Veterinarian Technician (both work two days per week). The domino effect results in less surgeries and a delay in adopting out Shelter animals. By increasing Shelter staffing with two part-time Kennel Attendants, a Veterinarian Assistant, and a full-time contract Veterinarian, the animal health checks and surgeries will be performed in a timely manner and the animals will be adoptable sooner.
- Fund Animal Bite Prevention Program:** In October 2013, Animal Care and Control partnered with the Humane Society Silicon Valley in a pilot program to educate elementary school children on responsible pet ownership, including dog bite prevention tech-

niques. As a part of this program, Animal Control Officers present information on dog bite prevention techniques to the children. The program runs October through April. Through this program, the Department anticipates outreach to approximately 1,900 elementary school children per year and 19 different schools in Santa Clara County, all of which are Title I schools. In order to maintain this creative partnership and continue the important task of dog bite prevention education, an annual amount of \$12,750 is needed to offset expenditures.

- Purchase Modular Building for Veterinary Clinic:** The current surgery room at the Animal Shelter is extremely small, inadequate and non-compliant with American Veterinary Association (AVA) surgical room requirements. Amongst other insufficiencies, it lacks a separate recovery area for the animals. And while the current surgery room is grandfathered in as functional, there is no guarantee that this status will be offered in the future and the Shelter runs the risk of having its (surgical) doors closed. The purchase of a modular building to house a new veterinary clinic would benefit the Shelter in at least three areas: 1) It would provide an updated, AVA-compliant surgery room for the Animal Shelter; 2) It would allow the current surgery room to be repurposed for an animal quarantine area; and 3) It will allow exploration of use for low-cost spay/neuter services for County residents' pets.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$362,856
One-time Cost: \$221,316

The costs are partially offset in FY 2015 by two months of salary savings for recruitment time in the amount of \$28,684.

↑ Consolidate and Reorganize Administrative Functions

Recommended Action: Allocate \$184,614 to fund the addition of a new position in FY 2015. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department. Transfer and delete positions from Department of Environmental Health (DEH), Vector Control, and Integrated Waste Management, adding to Agriculture and Environmental Management (AEM) as follows:

Summary of Position Changes

Classification	FTE	Change	Cost/ (Savings)
Office Specialist III	11.0	Transfer	\$0
Senior Office Specialist	5.0	Transfer	\$0
Executive Assistant (ACE)	1.0	Transfer	\$0
Administrative Services Manager II	-2.0	Delete	(\$334,834)
Administrative Support Officer II	-1.0	Delete	(\$129,480)
Program Manager II	-1.0	Delete	(\$167,417)
Administrative Support Officer III/II	1.0	Add	\$140,305
Associate Management Analyst B	2.0	Add	\$224,888
Office Specialist II	0.5	Add	\$39,409
Total Net Change	-0.5		(\$227,129)

Service Impact: This recommendation supports the overall goal of restoring and enhancing the County's administrative infrastructure to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology and facilities.

Similar to last year's consolidation of AEM, DEH, and Vector Control accounting units, the consolidation of administrative services will achieve operational efficiencies and improve service delivery for all programs by enabling cross-departmental utilization of administrative staff and increasing staff knowledge of operations across the Agency. Cross-training staff will increase the capacity of administrative services to meet the growing needs of the Agency, contribute to the professional development of staff, allow for promotional opportunities and reduce utilization of extra help.

The consolidation includes the deletion of two Administrative Services Manager II codes (one vacant, one filled) and the deletion of an Administrative Support Officer II code (filled). The two filled positions will be replaced with an Administrative Support Officer III and a new job classification to be developed by Employee Services Agency. The new positions will allow the department to consolidate managerial duties for administrative functions, creating an internal career ladder and the ability to assign increasingly complex responsibilities to both positions, which will fully serve the changing administrative needs of the Department.

The consolidation will transfer the majority of positions from DEH and Vector Control, which are both non-General Fund programs, to the General Fund. Costs to the General Fund will be reimbursed by DEH Fund 30,

Vector Control Fund 28 and Integrated Waste Management Fund 37 for the salary and benefit costs of the transferred positions.

Net Positions Deleted: -0.5 FTE

Positions added in General Fund: 20.5
Positions deleted in General Fund: 1.0
Positions transferred from Fund 0030: 16.0
Positions transferred from Fund 0028: 2.0
Positions transferred from Fund 0037: 2.0

Ongoing Net Savings: \$31,506

One-time Savings: \$25,309

The ongoing cost is partially offset in FY 2015 by two months of salary savings for recruitment time.

↑ Transfer-in Clean Water Program

Recommended Action: Add 1.0 FTE Program Manager II and 1.0 FTE Associate Management Analyst B. Increase services and supplies by \$471,950 and revenue by \$2,000.

Service Impact: The Clean Water Program coordinates the implementation of various environmental regulations in multiple jurisdictions and within multiple County departments. It involves an enforcement component, much like regulatory activities performed by Agriculture and Environmental Management's (AEM) Registered Environmental Health Specialists, Hazardous Materials Technicians, Agricultural Biologists and Weights and Measures Inspectors. AEM's experience in enforcement activities makes it the ideal department to successfully manage the environmental issues and public education and outreach requirements of the Clean Water Program.

Background: The Clean Water Program was originally formed and located in the Department of Planning and Development because requirements and restrictions which were a part of the National Pollutant Discharge Elimination System (NPDES) permits issued to the County by the Regional Water Quality Control Board primarily applied to the discharge of pollutants from construction sites. The Program was appropriately located within the Department, since it regulated permitted construction. As the permits evolved over time, however, further requirements were added, the majority of which are not related to construction. Requirements of the two NPDES permits issued to the County by the Regional Boards now include such subjects as water quality monitoring, trash load reduction, municipal operations, pesticide control, illicit



discharge detection and elimination, public education and outreach, and public involvement and participation programs.

Positions Added: 2.0 FTE
Ongoing Cost: \$758,870

Agriculture and Environmental Mgmt— Budget Unit 262
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,026,184	\$ 1,061,627	\$ 1,146,362	\$ 979,825	\$ (81,802)	-7.7%
1188	Weed Abatement Fund 0031	509,374	889,034	873,208	873,456	(15,578)	-1.8%
1197	Household Hazardous Waste Fund 0030	3,084,659	4,535,815	4,458,288	4,459,157	(76,658)	-1.7%
5660	Agriculture Fund 0001	1,862,978	1,903,642	2,073,194	2,076,431	172,789	9.1%
5662	Clean Water Program - Fund 0001	—	—	240,118	1,030,351	1,030,351	NA
5663	Weights & Measures Fund 0001	1,066,715	1,173,865	1,254,015	1,296,508	122,643	10.4%
5664	Pierces Disease Control Prog Fund 0001	569,606	662,858	700,318	700,815	37,957	5.7%
5665	Administration Fund 0001	2,342,515	2,052,041	2,092,275	2,009,214	(42,827)	-2.1%
5666	Integrated Waste Mgt Fran Fund 0001	237,062	230,095	286,694	286,694	56,599	24.6%
5670	Animal Control Fund 0001	1,505,300	1,495,563	1,619,179	2,206,458	710,895	47.5%
5710	U.C. Cooperative Ext Fund 0001	115,000	115,000	115,000	115,000	—	—
Total Net Expenditures \$		12,319,394	14,119,540	14,858,651	16,033,909	1,914,369	13.6%

Agriculture and Environmental Mgmt— Budget Unit 262
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,026,184	\$ 1,061,627	\$ 1,146,362	\$ 979,825	\$ (81,802)	-7.7%
1188	Weed Abatement Fund 0031	560,560	926,034	913,208	913,456	(12,578)	-1.4%
1197	Household Hazardous Waste Fund 0030	3,084,659	4,535,815	4,458,288	4,459,157	(76,658)	-1.7%
5660	Agriculture Fund 0001	1,862,978	1,903,642	2,073,194	2,076,431	172,789	9.1%
5662	Clean Water Program - Fund 0001	—	—	240,118	1,030,351	1,030,351	NA
5663	Weights & Measures Fund 0001	1,066,715	1,173,865	1,254,015	1,296,508	122,643	10.4%
5664	Pierces Disease Control Prog Fund 0001	569,606	662,858	700,318	700,815	37,957	5.7%



Agriculture and Environmental Mgmt— Budget Unit 262

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
5665	Administration Fund 0001	2,661,285	3,313,322	3,269,157	5,249,393	1,936,071	58.4%
5666	Integrated Waste Mgt Fran Fund 0001	237,062	230,095	286,694	286,694	56,599	24.6%
5670	Animal Control Fund 0001	1,555,640	1,545,563	1,669,179	2,256,458	710,895	46.0%
5710	U.C. Cooperative Ext Fund 0001	115,000	115,000	115,000	115,000	—	—
Total Gross Expenditures \$		12,739,689 \$	15,467,821 \$	16,125,533 \$	19,364,088 \$	3,896,267	25.2%

Agriculture and Environmental Mgmt— Budget Unit 262

Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 7,479,099	\$ 8,876,044	\$ 9,481,249	\$ 11,632,510	\$ 2,756,466	31.1%
Services And Supplies	5,035,169	6,384,727	6,361,306	7,198,600	813,873	12.7%
Other Charges	383	22,000	22,000	22,000	—	—
Fixed Assets	—	—	—	250,000	250,000	NA
Operating/Equity Transfers	225,037	185,050	260,978	260,978	75,928	41.0%
Total Gross Expenditures \$	12,739,689 \$	15,467,821 \$	16,125,533 \$	19,364,088 \$	3,896,267	25.2%
Expenditure Transfers	(420,295)	(1,348,281)	(1,266,882)	(3,330,179)	(1,981,898)	147.0%
Total Net Expenditures \$	12,319,394 \$	14,119,540 \$	14,858,651 \$	16,033,909 \$	1,914,369	13.6%

Agriculture and Environmental Mgmt— Budget Unit 262

Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,381,182	\$ 1,107,250	\$ 1,154,373	\$ 1,154,373	\$ 47,123	4.3%
1188	Weed Abatement Fund 0031	470,355	600,000	540,000	540,000	(60,000)	-10.0%
1197	Household Hazardous Waste Fund 0030	3,863,075	4,561,298	3,909,401	3,909,401	(651,897)	-14.3%
5660	Agriculture Fund 0001	1,829,792	1,509,436	1,438,665	1,438,665	(70,771)	-4.7%
5662	Clean Water Program - Fund 0001	—	—	—	2,000	2,000	NA
5663	Weights & Measures Fund 0001	1,520,359	1,387,947	1,403,200	1,447,200	59,253	4.3%
5664	Pierces Disease Control Prog Fund 0001	682,242	440,000	440,000	440,000	—	—
5665	Administration Fund 0001	70,783	67,000	67,000	67,000	—	—
5666	Integrated Waste Mgt Fran Fund 0001	850,370	825,000	843,000	843,000	18,000	2.2%
5670	Animal Control Fund 0001	336,348	245,000	200,000	200,000	(45,000)	-18.4%
Total Revenues \$		11,004,508 \$	10,742,931 \$	9,995,639 \$	10,041,639 \$	(701,292)	-6.5%



Agriculture and Environmental Mgmt— Budget Unit 262

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Licenses, Permits, Franchises	\$ 4,922,986	\$ 5,639,713	\$ 5,053,421	\$ 5,092,421	\$ (547,292)	-9.7%
Aid From Government Agencies - Federal	373	900	373	373	(527)	-58.6%
Other Financing Sources	1,589,787	1,303,350	1,374,000	1,376,000	72,650	5.6%
Revenue From Other Government Agencies	15,948	—	—	—	—	—
Charges For Services	1,512,127	1,460,300	1,249,700	1,254,700	(205,600)	-14.1%
Aid From Government Agencies - State	2,877,406	2,296,668	2,276,145	2,276,145	(20,523)	-0.9%
Fines, Forfeitures, Penalties	85,880	42,000	42,000	42,000	—	—
Total Revenues	\$ 11,004,508	\$ 10,742,931	\$ 9,995,639	\$ 10,041,639	\$ (701,292)	-6.5%

Integrated Waste Mgt Fund 0037 — Cost Center 1187

Major Changes to the Budget

	Positions	Appropriations	Revenues
0037-Integrated Waste Management Fund (Fund Number 0037)			
Current Level Budget			
FY 2014 Approved Budget	6.5	\$ 1,061,627	\$ 1,107,250
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	71,347	—
IntraCounty Adjustments	—	13,388	75,650
Other Adjustments	—	—	(28,527)
Subtotal (Current Level Budget)	6.5	\$ 1,146,362	\$ 1,154,373
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 90,959	\$ —
Decision Packages			
Consolidate and Reorganize Administrative Functions	-2.0	(257,496)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ (166,537)	\$ —
Recommended Budget	4.5	\$ 979,825	\$ 1,154,373

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 2014 Approved Budget	2.0	\$ 889,034	\$ 600,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,215	—



Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(32,041)	—
Other Adjustments	—	—	(60,000)
Subtotal (Current Level Budget)	2.0	\$ 873,208	\$ 540,000

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 248	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 248	\$ —
Recommended Budget	2.0	\$ 873,456	\$ 540,000

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 2014 Approved Budget	8.0	\$ 4,535,815	\$ 4,561,298
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	36,365	—
IntraCounty Adjustments	—	(113,892)	—
Other Adjustments	—	—	(651,897)
Subtotal (Current Level Budget)	8.0	\$ 4,458,288	\$ 3,909,401

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 869	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 869	\$ —
Recommended Budget	8.0	\$ 4,459,157	\$ 3,909,401

Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			

Current Level Budget

FY 2014 Approved Budget	16.0	\$ 1,903,642	\$ 1,509,436
Board Approved Adjustments During FY 2014	—	17,949	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	136,637	—
IntraCounty Adjustments	—	19,844	—
Other Adjustments	—	(4,878)	(70,771)
Subtotal (Current Level Budget)	16.0	\$ 2,073,194	\$ 1,438,665



Agriculture Fund 0001 — Cost Center 5660
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,237	\$ —
Decision Packages			
Transfer-in Clean Water Program	—	1,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,237	\$ —
Recommended Budget	16.0	\$ 2,076,431	\$ 1,438,665

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 2014 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	240,118	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 240,118	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 30,363	\$ —
Decision Packages			
Transfer-in Clean Water Program	2.0	759,870	2,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 790,233	\$ 2,000
Recommended Budget	2.0	\$ 1,030,351	\$ 2,000

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 2014 Approved Budget	11.0	\$ 1,173,865	\$ 1,387,947
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	83,687	—
IntraCounty Adjustments	—	(1,156)	—
Other Adjustments	—	(2,381)	15,253
Subtotal (Current Level Budget)	11.0	\$ 1,254,015	\$ 1,403,200



Weights & Measures Fund 0001 — Cost Center 5663
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 1,367	\$ —
Decision Packages			
Allocate Resources to Weights and Measures Division	0.5	41,126	44,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	0.5	\$ 42,493	\$ 44,000
Recommended Budget	11.5	\$ 1,296,508	\$ 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 2014 Approved Budget	3.0	\$ 662,858	\$ 440,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,099	—
IntraCounty Adjustments	—	11,549	—
Other Adjustments	—	(188)	—
Subtotal (Current Level Budget)	3.0	\$ 700,318	\$ 440,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 497	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 497	\$ —
Recommended Budget	3.0	\$ 700,815	\$ 440,000

Administration Fund 0001 — Cost Center 5665
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2014 Approved Budget	23.0	\$ 2,052,041	\$ 67,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	161,054	—
IntraCounty Adjustments	—	(112,160)	—
Other Adjustments	—	(8,660)	—
Subtotal (Current Level Budget)	23.0	\$ 2,092,275	\$ 67,000
Recommended Changes for FY 2015			



Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ (2,018,350)	\$ —
Decision Packages			
Consolidate and Reorganize Administrative Functions	-1.0	(167,417)	—
Consolidate and Reorganize Administrative Functions	20.5	2,102,706	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	19.5	\$ (83,061)	\$ —
Recommended Budget	42.5	\$ 2,009,214	\$ 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 2014 Approved Budget	—	\$ 230,095	\$ 825,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	66,599	—
Other Adjustments	—	(10,000)	18,000
Subtotal (Current Level Budget)	—	\$ 286,694	\$ 843,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 286,694	\$ 843,000

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 2014 Approved Budget	11.0	\$ 1,495,563	\$ 245,000
Board Approved Adjustments During FY 2014	—	6,253	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	69,814	—
IntraCounty Adjustments	—	48,397	—
Other Adjustments	—	(848)	(45,000)
Subtotal (Current Level Budget)	11.0	\$ 1,619,179	\$ 200,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 3,107	\$ —



Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Augment Animal Care and Control Program	2.0	584,172	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 587,279	\$ —
Recommended Budget	13.0	\$ 2,206,458	\$ 200,000

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 2014 Approved Budget	—	\$ 115,000	\$ —
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 115,000	\$ —
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 115,000	\$ —

Department of Environmental Health— Budget Unit 261 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1194	DEH - Admin Fund 0030	\$ 3,037,729	\$ 2,703,823	\$ 3,109,587	\$ 3,349,587	\$ 645,764	23.9%
026102	EHS - Planning Fund 0030	8,576,233	10,005,957	10,445,314	10,453,640	447,683	4.5%
026103	Toxics Solid & Haz Materials Fund 0030	4,660,635	6,173,219	6,330,764	6,334,863	161,644	2.6%
Total Net Expenditures		\$ 16,274,598	\$ 18,882,999	\$ 19,885,665	\$ 20,138,090	\$ 1,255,091	6.6%



Department of Environmental Health— Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1194	DEH - Admin Fund 0030	\$ 3,325,634	\$ 3,003,823	\$ 3,409,587	\$ 3,649,587	\$ 645,764	21.5%
026102	EHS - Planning Fund 0030	8,732,520	10,118,677	10,590,340	10,598,666	479,989	4.7%
026103	Toxics Solid & Haz Materials Fund 0030	4,660,635	6,173,219	6,330,764	6,334,863	161,644	2.6%
Total Gross Expenditures		\$ 16,718,788	\$ 19,295,719	\$ 20,330,691	\$ 20,583,116	\$ 1,287,397	6.7%

Department of Environmental Health— Budget Unit 261 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 14,380,186	\$ 15,857,655	\$ 17,314,507	\$ 15,760,057	\$ (97,598)	-0.6%
Services And Supplies	2,267,522	3,360,064	3,016,184	4,823,059	1,462,995	43.5%
Fixed Assets	71,080	78,000	—	—	(78,000)	-100.0%
Total Gross Expenditures	\$ 16,718,788	\$ 19,295,719	\$ 20,330,691	\$ 20,583,116	\$ 1,287,397	6.7%
Expenditure Transfers	(444,191)	(412,720)	(445,026)	(445,026)	(32,306)	7.8%
Total Net Expenditures	\$ 16,274,598	\$ 18,882,999	\$ 19,885,665	\$ 20,138,090	\$ 1,255,091	6.6%

Department of Environmental Health— Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
1194	DEH - Admin Fund 0030	\$ 216,299	\$ 103,807	\$ 101,064	\$ 101,064	\$ (2,743)	-2.6%
026102	EHS - Planning Fund 0030	12,823,813	12,980,970	13,779,407	13,779,407	798,437	6.2%
026103	Toxics Solid & Haz Materials Fund 0030	7,492,587	6,313,459	6,756,550	6,756,550	443,091	7.0%
Total Revenues		\$ 20,532,698	\$ 19,398,236	\$ 20,637,021	\$ 20,637,021	\$ 1,238,785	6.4%

Department of Environmental Health— Budget Unit 261 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Licenses, Permits, Franchises	\$ 18,011,185	\$ 17,440,938	\$ 18,662,198	\$ 18,662,198	\$ 1,221,260	7.0%
Charges For Services	669,662	608,282	655,175	655,175	46,893	7.7%
Other Financing Sources	19,033	250	250	250	—	—



Department of Environmental Health— Budget Unit 261 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	81,978	93,807	91,064	91,064	(2,743)	-2.9%
Aid From Government Agencies - Federal	16,548	10,000	10,000	10,000	—	—
Revenue From Other Government Agencies	115,811	—	—	—	—	—
Aid From Government Agencies - State	1,618,482	1,244,959	1,218,334	1,218,334	(26,625)	-2.1%
Total Revenues \$	20,532,698 \$	19,398,236 \$	20,637,021 \$	20,637,021 \$	1,238,785	6.4%

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 2014 Approved Budget	10.0	\$ 2,703,823	\$ 103,807
Board Approved Adjustments During FY 2014	2.0	274,042	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	155,853	—
IntraCounty Adjustments	—	(24,131)	—
Other Adjustments	—	—	(2,743)
Subtotal (Current Level Budget)	13.0	\$ 3,109,587	\$ 101,064
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 981,389	\$ —
Decision Packages			
Consolidate and reorganize AEM/DEH/VCD Admin Functions I	-7.0	(741,389)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-7.0	\$ 240,000	\$ —
Recommended Budget	6.0	\$ 3,349,587	\$ 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 2014 Approved Budget	68.0	\$ 10,005,957	\$ 12,980,970
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	502,463	—
IntraCounty Adjustments	—	(8,106)	—
Other Adjustments	—	(55,000)	798,437



EHS - Planning Fund 0030 — Cost Center 026102 Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	68.0	\$ 10,445,314	\$ 13,779,407
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 634,661	\$ —
Decision Packages			
Consolidate and reorganize AEM/DEH/VCD Admin Functions I	-7.0	(626,335)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-7.0	\$ 8,326	\$ —
Recommended Budget	61.0	\$ 10,453,640	\$ 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 2014 Approved Budget	34.0	\$ 6,173,219	\$ 6,313,459
Board Approved Adjustments During FY 2014	3.0	281,886	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	242,608	—
IntraCounty Adjustments	—	29,691	—
Other Adjustments	—	(396,640)	443,091
Subtotal (Current Level Budget)	36.0	\$ 6,330,764	\$ 6,756,550
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 190,825	\$ —
Decision Packages			
Consolidate and reorganize AEM/DEH/VCD Admin Functions I	-2.0	(186,726)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ 4,099	\$ —
Recommended Budget	34.0	\$ 6,334,863	\$ 6,756,550

Vector Control District— Budget Unit 411 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4224	Vector Control Fund 0028	\$ 5,636,302	\$ 6,912,638	\$ 7,143,849	\$ 7,148,614	\$ 235,976	3.4%
	Total Net Expenditures	\$ 5,636,302	\$ 6,912,638	\$ 7,143,849	\$ 7,148,614	\$ 235,976	3.4%



Vector Control District— Budget Unit 411 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4224	Vector Control Fund 0028	\$ 5,636,302	\$ 6,912,638	\$ 7,143,849	\$ 7,148,614	\$ 235,976	3.4%
Total Gross Expenditures		\$ 5,636,302	\$ 6,912,638	\$ 7,143,849	\$ 7,148,614	\$ 235,976	3.4%

Vector Control District— Budget Unit 411 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 3,682,247	\$ 3,958,157	\$ 4,178,100	\$ 3,997,942	\$ 39,785	1.0%
Services And Supplies	1,528,821	2,574,481	2,585,749	2,770,672	196,191	7.6%
Other Charges	349,794	380,000	380,000	380,000	—	—
Fixed Assets	75,441	—	—	—	—	—
Total Gross Expenditures	\$ 5,636,302	\$ 6,912,638	\$ 7,143,849	\$ 7,148,614	\$ 235,976	3.4%
Total Net Expenditures	\$ 5,636,302	\$ 6,912,638	\$ 7,143,849	\$ 7,148,614	\$ 235,976	3.4%

Vector Control District— Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
4224	Vector Control Fund 0028	\$ 7,015,604	\$ 7,119,943	\$ 7,113,683	\$ 7,113,683	\$ (6,260)	-0.1%
4225	Vector Control Fund 0199	1,599	2,142	1,206	1,206	(936)	-43.7%
Total Revenues		\$ 7,017,202	\$ 7,122,085	\$ 7,114,889	\$ 7,114,889	\$ (7,196)	-0.1%

Vector Control District— Budget Unit 411 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Revenue From Use Of Money/Property	\$ 62,235	\$ 92,903	\$ 63,582	\$ 63,582	\$ (29,321)	-31.6%
Aid From Government Agencies - Federal	2,136	1,000	1,000	1,000	—	—
Taxes - Other Than Current Property	6,881,293	6,985,655	7,008,075	7,008,075	22,420	0.3%
Other Financing Sources	36,992	42,527	42,232	42,232	(295)	-0.7%
Revenue From Other Government Agencies	34,546	—	—	—	—	—
Total Revenues	\$ 7,017,202	\$ 7,122,085	\$ 7,114,889	\$ 7,114,889	\$ (7,196)	-0.1%



Vector Control Fund 0028 — Cost Center 4224 Major Changes to the Budget

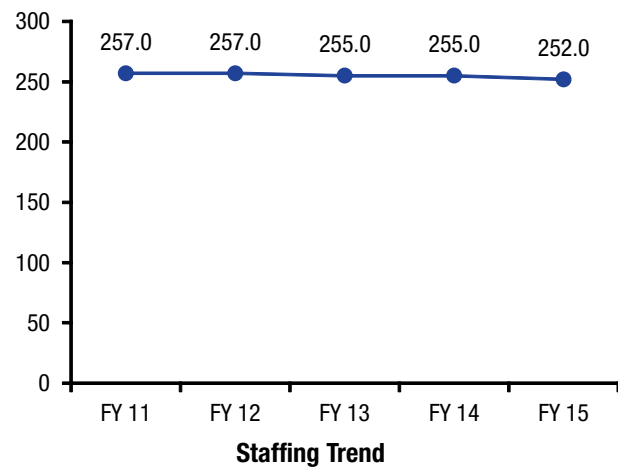
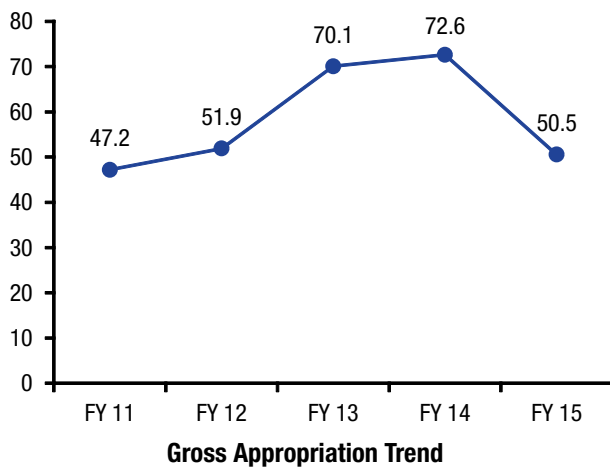
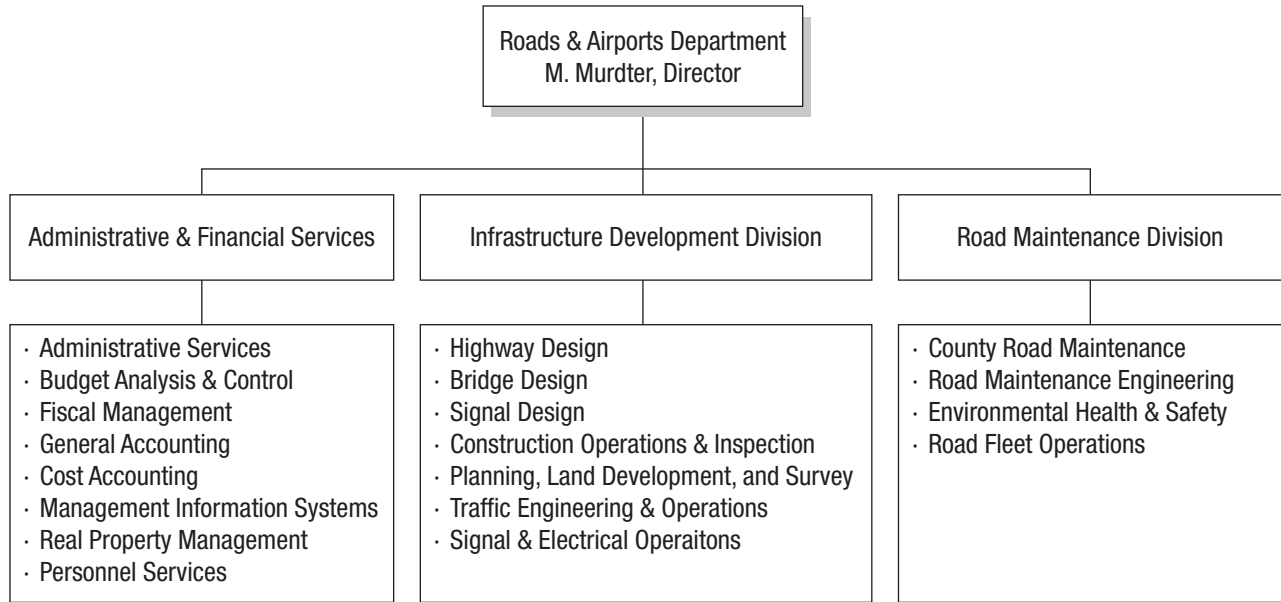
	Positions	Appropriations	Revenues
0028-Vector Control District (Fund Number 0028)			
Current Level Budget			
FY 2014 Approved Budget	36.5	\$ 6,912,638	\$ 7,119,943
Board Approved Adjustments During FY 2014	1.0	87,006	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	132,937	—
IntraCounty Adjustments	—	11,268	—
Other Adjustments	—	—	(6,260)
Subtotal (Current Level Budget)	37.5	\$ 7,143,849	\$ 7,113,683
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 184,923	\$ —
Decision Packages			
Consolidate and Reorganize AEM/DEH/VCD Admin Functions II	-2.0	(180,158)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ 4,765	\$ —
Recommended Budget	35.5	\$ 7,148,614	\$ 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 2014 Approved Budget	—	\$ —	\$ 2,142
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	(936)
Subtotal (Current Level Budget)	—	\$ —	\$ 1,206
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 1,206



Roads Department



Section 5: Housing, Land Use, Environment & Transportation



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 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Fixed Asset Purchases	↑	Replacement of vehicles that are at the end of their useful life.	—	—	\$300,000
Lease to Own Heavy Equipment	↑	Lease to Own agreement for high-priced heavy equipment to spread the purchase price over a 5-year period.	—	\$216,000	—
Labor Cost Adjustment for Capital Projects	↑	Ensures accurate labor costs and prevents double-counting of program costs.	—	—	(\$3,400,000)
Facility Upgrades at Road Maintenance Yards	↑	Upgrades to the Department facilities to improve functionality and meet state requirements.	—	—	\$160,000
San Jose Conservation Corps Services	↑	Provide mechanical weed abatement on unincorporated roadways, freeing Road maintenance staff to focus on higher-skilled maintenance activities.	—	—	\$230,000
Road Material Expense	↑	Provide materials for road resurfacing projects.	—	—	\$950,000
Homeless Encampment Clean-up Contract	↑	Provide contract hazardous materials clean-up from homeless encampment sites before Road maintenance staff perform site clean-up activities.	—	—	\$100,000
Replace PCs with Portable Laptops for Road Maintenance Staff	↑	Improve Road Maintenance Superintendents' and Supervisor's ability to respond to issues with full-time access to Road Department data and core systems.	—	—	\$27,000
Reduce Staff in Road Maintenance Division	◆	Duties of the 2 deleted positions will be absorbed by existing staff and the new Supervising Storekeeper while assuming the storekeeping functions of all 3 Road Maintenance Yards.	-1.0	(\$61,943)	—
Delete Administrative Support Officer I Position	◆	Duties assigned to this position have been absorbed by other staff within the Division.	-1.0	(\$107,450)	—
Rents and Leases of Heavy Equipment	↑	Provide needed seasonal heavy equipment more economically than to purchase.	—	—	\$257,000
Create Lead Position in Infrastructure Development	◆	Position will provide oversight of the Traffic Operations Center.	-1.0	\$15,523	—
BU603 – Capital Projects	↑		—	—	\$1,173,552
↑ — 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 equipment and vehicles that are at the end of their useful life.

FY 2015 Fixed Assets

Items	One-time Cost
3-Hybrid Sedans	\$75,000
1-F350/F450 Crew Cab 4x4 with Spreader	\$50,000
1-Bobcat	\$100,000
2-F250 Pickup Trucks	\$60,000
1-Ride on Mower	\$15,000
Total	\$300,000

One-time cost: \$300,000

↑ Lease to Own Heavy Equipment

Recommended Action: Allocate ongoing funding to lease 6 pieces of heavy equipment.

Service Impact: The leasing of high-priced heavy equipment allows the Department to spread the purchase price over a five year period and stabilize the Department's annual vehicle and equipment budget. This lease will provide 6 pieces of heavy equipment and accelerate the acquisition of expensive heavy equipment. At the end of the lease term, the Department will retain full ownership of the equipment.

Net Ongoing Cost: \$216,000

\$1,216,000 expense offset by \$1,000,000 revenue from lease-purchase revenue bonds

↑ Labor Cost Adjustment for Capital Projects

Recommended Action: Approve one-time labor cost adjustment for capital projects. This action recognizes various one-time reimbursements of labor costs charged to individual projects. This is a technical adjustment for accounting purposes.

Service Impact: This action ensures accurate labor costs and prevents double-counting of program costs.

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

↑ Facility Upgrades at Road Maintenance Yards

Recommended Action: Allocate one-time funding for facility upgrades at road maintenance yards.

Service Impact: This funding allocation is required to perform upgrades to the ready rooms at security and maintenance yards, upgrade electrical facilities at a storage building and installation of a propane fuel tank at the South Yard, and install a wash rack at the West Yard to meet state regulations.

One-time Costs: \$160,000

↑ San Jose Conservation Corps Services

Recommended Action: Allocate one-time funding for contract services with the San Jose Conservation Corps.

Service Impact: The Department utilizes the San Jose Conservation Corps to assist with mechanical weed abatement on unincorporated roadways, thereby helping to minimize the application of herbicides and freeing up road maintenance staff to concentrate on higher-skilled road maintenance activities. The Conservation Corps program also benefits disadvantaged youth by giving them work experience.

One-time Cost: \$230,000

↑ 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 13 miles of rural roads, and the microsurfacing of 3 miles of unincorporated residential roads along with the three road maintenance yards.

One-time Cost: \$950,000

↑ Homeless Encampment Clean-up Contract

Recommended Action: Allocate one-time funding for homeless encampment clean-up services.

Service Impact: The number of homeless encampments within unincorporated road rights-of-way has increased significantly over the last several years. The homeless encampment clean-up contract is necessary to remove all hazardous materials from the encampment sites. Once all hazardous materials are removed, Road Maintenance staff enters the sites and removes all non-hazardous materials from the encampments.

Background: The Board allocated one-time funds for this program in FY2014. In this, its first year, the program has proven to be very successful. It is anticipated that a dozen encampments will be cleaned up during FY2014. In order to continue this program, additional one-time funding will be required in FY2015.

One-time Costs: \$100,000

↑ Replace PCs with Portable Laptops for Road Maintenance Staff

Recommended Action: Allocate one-time funding for the purchase of 9 portable laptops and office docking stations for Road Maintenance Superintendents and Supervisors.

Service Impact: Replacing desktop computers with portable laptops for the Road Maintenance Superintendents and Supervisors will allow staff to work while out in the field. This allocation will improve responsiveness to road maintenance issues throughout the County and provide staff with full-time access to the Maintenance Management System (MMS), including access to the upcoming Service Request and GIS modules that are being added to the MMS system.

One-time Cost \$27,000

◆ Reduce Staff in Road Maintenance Division

Recommended Action: Add 1.0 FTE Supervising Storekeeper position, delete 1.0 FTE Storekeeper and 1.0 FTE Assistant Buyer positions in the Road Maintenance Division.

Service Impact: The duties performed by the Buyer Assistant and the Storekeeper will be absorbed by existing staff and by the new Supervising Storekeeper position. The Supervising Storekeeper will oversee the storekeeping functions at all three Road Maintenance Yards and will perform the majority of ordering for the

Road Maintenance Division. This should allow for economies of scale savings as the Division purchases in bulk for all three yards at the same time.

Net Positions Deleted: 1.0 FTE

Positions Added 1.0 FTE

Positions Deleted: 2.0 FTE

Ongoing Savings: \$61,943

◆ Delete Administrative Support Officer I Position

Recommended Action: Delete 1.0 FTE Administrative Support Officer I position in the Road Maintenance Division.

Service Impact: The duties assigned to this vacant position have been absorbed by staff within the Division.

Positions Deleted: 1.0 FTE

Ongoing Savings: \$107,450

↑ Rents and Leases of Heavy Equipment

Recommended Action: Allocate one-time funding for rents and leases of seasonal heavy equipment.

Service Impact: This one-time allocation increases the rents and leases budget for seasonal heavy equipment. Renting equipment when needed during the construction season, as opposed to purchasing, is more economical. This allocation will provide for additional street sweepers, an additional grinder, and additional backhoes needed for road maintenance.

One-time Cost: \$257,000

◆ Create Lead Position in Infrastructure Development

Recommended Action: Delete 1.0 FTE Sr. Electrical/Electronic Technician and allocate \$142,667 to fund the creation of a lead position in the Traffic and Electrical Operations Unit. The specific job classification for the new position is to be determined by the Employee Services Agency human Resources Department (ESA-HR).

Service Impact: The current organization of the Traffic and Electrical Operations Unit is comprised of one manager and 17 technicians. This action will delete a

vacant Sr. Electrical/Electronic Technician position and add a new lead classification to assist the current manager with the heavy workload. The primary function of the new position will be to oversee the operation of the Traffic Operations Center, receive trouble calls, investigate alarms at signalized intersections and pump stations, and take appropriate action. This new position will also oversee all of the technicians who are assigned to maintain signalized traffic intersections.

A salary ordinance amendment will be presented to the Board of Supervisors for approval of the specific

position changes once ESA-HR has completed the necessary classification review.

Net Positions Deleted: 1.0 FTE
Ongoing Cost: \$15,523

Delete 1.0 FTE Sr. Electrical/Electronic Technician \$127,144
Allocation for creation of new 1.0 FTE lead position \$142,667

↑ Capital Projects

Recommended Action: Allocate one-time funding and recognize one-time revenue for capital projects as reflected in the following table.

Net One-time Cost: \$1,173,552

One-time cost of \$2,555,000 is offset by one-time revenue of \$1,381,448

FY 2015 Capital Projects

Project Description	Project Funding Source		Project Expense
	Revenue	Fund Balance	
2014 Sidewalk Replacement Project (East Yard Locations) Phase II		\$150,000	\$150,000
Gist Road Slide Repair		\$400,000	\$400,000
Soundwall Replacement Project		\$150,000	\$150,000
Lawrence Expressway Median Improvement Project	\$75,000		\$75,000
Central and San Tomas Expressways Bicycle Signal Detection Project		\$75,000	\$75,000
Santa Teresa/Hale Plan Line		\$75,000	\$75,000
Expressway Plan 2040 Planning Study	\$30,000	\$25,000	\$55,000
Circulation and Mobility Planning Project		\$25,000	\$25,000
Manila Drive Roadway Widening/Bicycle Improvements		\$100,000	\$100,000
Little Uvas Creek Bridge at Uvas Road (37C-095)	\$66,398	\$33,602	\$100,000
Alamitos Creek Bridge at Bertram Road (37C0515)	\$100,000		\$100,000
Hooker Creek Bridge @ Aldecroft Heights Road (37C0506)	\$100,000		\$100,000
Los Gatos Creek Bridge @ Aldecroft Heights Road (37C0507)	\$100,000		\$100,000
Los Gatos Creek Bridge @ Aldecroft Heights Road (37C0508)	\$100,000		\$100,000
Stevens Canyon Mitigation & Monitoring (37C-576 & 577)	\$35,412	\$14,588	\$50,000
Los Gatos Creek/San Tomas Expressway (37C0053)	\$774,638	\$125,362	\$900,000
Total	\$1,381,448	\$1,173,552	\$2,555,000

Roads & Airports Department - Roads— Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6410	Roads & Airports Admin Fund 0023	\$ 5,974,630	\$ 6,058,858	\$ 6,732,843	\$ 6,735,702	\$ 676,844	11.2%
6480	Accumulating Overhead Fund 0023	(11,166,387)	—	—	—	—	—
060302	Roads & Fleet	32,892,281	32,102,106	23,229,059	26,978,282	(5,123,824)	-16.0%
060303	Infrastructure Development - Fund 0023	29,577,343	31,074,991	14,905,457	13,426,253	(17,648,738)	-56.8%
	Total Net Expenditures	\$ 57,277,868	\$ 69,235,955	\$ 44,867,359	\$ 47,140,237	\$ (22,095,718)	-31.9%



Roads & Airports Department - Roads— Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6410	Roads & Airports Admin Fund 0023	\$ 5,974,630	\$ 6,058,858	\$ 6,732,843	\$ 6,735,702	\$ 676,844	11.2%
6480	Accumulating Overhead Fund 0023	(9,761,268)	—	—	—	—	—
060302	Roads & Fleet	32,898,908	32,120,977	23,229,059	27,092,961	(5,028,016)	-15.7%
060303	Infrastructure Development - Fund 0023	31,433,737	34,456,121	14,905,457	16,711,574	(17,744,547)	-51.5%
Total Gross Expenditures		\$ 60,546,008	\$ 72,635,956	\$ 44,867,359	\$ 50,540,237	\$ (22,095,719)	-30.4%

Roads & Airports Department - Roads— Budget Unit 603 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 27,350,464	\$ 30,085,303	\$ 31,568,159	\$ 31,414,289	\$ 1,328,986	4.4%
Services And Supplies	12,404,644	15,187,627	12,514,175	14,269,923	(917,704)	-6.0%
Other Charges	—	700,000	700,000	916,000	216,000	30.9%
Fixed Assets	20,790,900	26,663,026	85,025	3,940,025	(22,723,001)	-85.2%
Total Gross Expenditures	\$ 60,546,008	\$ 72,635,956	\$ 44,867,359	\$ 50,540,237	\$ (22,095,719)	-30.4%
Expenditure Transfers	(3,268,140)	(3,400,001)	—	(3,400,000)	1	0.0%
Total Net Expenditures	\$ 57,277,868	\$ 69,235,955	\$ 44,867,359	\$ 47,140,237	\$ (22,095,718)	-31.9%

Roads & Airports Department - Roads— Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
6410	Roads & Airports Admin Fund 0023	\$ 36,680,006	\$ 40,059,066	\$ 42,023,932	\$ 42,023,932	\$ 1,964,866	4.9%
060302	Roads & Fleet	289,977	3,310,175	255,175	1,330,175	(1,980,000)	-59.8%
060303	Infrastructure Development - Fund 0023	19,234,662	34,387,728	1,664,350	2,970,798	(31,416,930)	-91.4%
Total Revenues		\$ 56,204,645	\$ 77,756,969	\$ 43,943,457	\$ 46,324,905	\$ (31,432,064)	-40.4%



Roads & Airports Department - Roads— Budget Unit 603

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 618,471	\$ 709,312	\$ 709,808	\$ 709,808	\$ 496	0.1%
Other Financing Sources	12,085,789	6,580,968	4,592,650	5,622,650	(958,318)	-14.6%
Aid From Government Agencies - Federal	8,811,186	31,452,008	47,849	1,324,297	(30,127,711)	-95.8%
Aid From Government Agencies - State	31,455,890	36,947,800	36,400,000	36,475,000	(472,800)	-1.3%
Revenue From Use Of Money/Property	863,917	927,881	779,150	779,150	(148,731)	-16.0%
Revenue From Other Government Agencies	855,494	—	—	—	—	—
Licenses, Permits, Franchises	1,252,921	875,000	1,150,000	1,150,000	275,000	31.4%
Taxes - Other Than Current Property	260,977	264,000	264,000	264,000	—	—
Total Revenues	\$ 56,204,645	\$ 77,756,969	\$ 43,943,457	\$ 46,324,905	\$ (31,432,064)	-40.4%

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 2014 Approved Budget	22.0	\$ 6,058,858	\$ 40,059,066
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	208,951	—
IntraCounty Adjustments	—	427,829	3,669
Other Adjustments	—	37,205	1,961,197
Subtotal (Current Level Budget)	22.0	\$ 6,732,843	\$ 42,023,932
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 2,859	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,859	\$ —
Recommended Budget	22.0	\$ 6,735,702	\$ 42,023,932

Roads & Fleet — Cost Center 060302

Major Changes to the Budget

	Positions	Appropriations	Revenues
0023-Road Fund (Fund Number 0023)			
Current Level Budget			
FY 2014 Approved Budget	145.0	\$ 29,312,081	\$ 3,235,025
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,039,587	—



Roads & Fleet — Cost Center 060302

Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(142,517)	—
Other Adjustments	—	(6,995,117)	(2,980,000)
Subtotal (Current Level Budget)	145.0	\$ 23,214,034	\$ 255,025

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ 18,295	\$ —
Decision Packages			
Facility Upgrades at Road Maintenance Yards	—	160,000	—
Reduce Staff in Road Maintenance Division	-1.0	(61,943)	—
Delete Administrative Support Officer I Position	-1.0	(107,450)	—
San Jose Conservation Corps Services	—	230,000	—
Road Material Expense	—	950,000	—
Homeless Encampment Clean-up Contract	—	100,000	—
Replace PCs with Portable Laptops for Road Maintenance Staff	—	27,000	—
Labor Cost Adjustment for Capital Projects	—	(114,679)	—
Fixed Asset Purchases	—	300,000	—
Lease to Own Heavy Equipment	—	1,216,000	1,000,000
Rents and Leases of Heavy Equipment	—	257,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ 2,974,223	\$ 1,000,000
Recommended Budget	143.0	\$ 26,188,257	\$ 1,255,025

1620-El Matador Drive Maint (Fund Number 1620)

Current Level Budget

FY 2014 Approved Budget	—	\$ 15,025	\$ 150
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,025	\$ 150

Recommended Changes for FY 2015

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 15,025	\$ 150

0020-Road CIP (Fund Number 0020)

Current Level Budget

FY 2014 Approved Budget	—	\$ 2,775,000	\$ 75,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Roads & Fleet — Cost Center 060302

Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,775,000)	(75,000)
Subtotal (Current Level Budget)	— \$	— \$	—

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	775,000	75,000
Subtotal (Recommended Changes)	— \$	775,000 \$	75,000
Recommended Budget	— \$	775,000 \$	75,000

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 2014 Approved Budget	88.0 \$	10,552,990 \$	1,073,793
Board Approved Adjustments During FY 2014	—	(31,162)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	629,030	—
IntraCounty Adjustments	—	(24,469)	—
Other Adjustments	—	3,175,068	222,557
Subtotal (Current Level Budget)	88.0 \$	14,301,457 \$	1,296,350

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	10,594 \$	—
Decision Packages			
Labor Cost Adjustment for Capital Projects	—	(3,285,321)	—
Create Lead Position in Infrastructure Development	-1.0	15,523	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0 \$	(3,259,204) \$	—
Recommended Budget	87.0 \$	11,042,253 \$	1,296,350

1528-County Lighting Service Fund (Fund Number 1528)

Current Level Budget

FY 2014 Approved Budget	— \$	305,000 \$	268,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	305,000 \$	268,000



Infrastructure Development - Fund 0023 — Cost Center 060303
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	305,000 \$	268,000

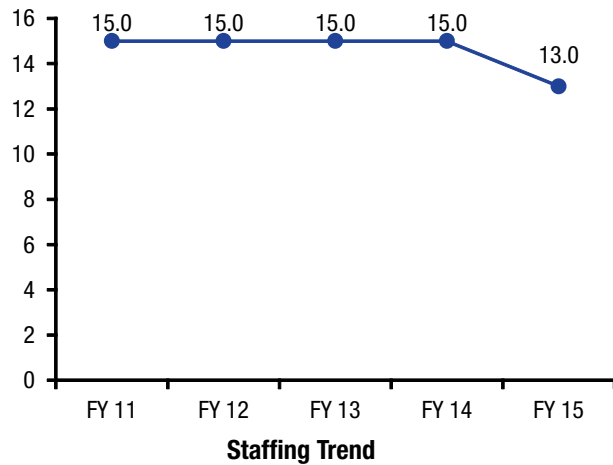
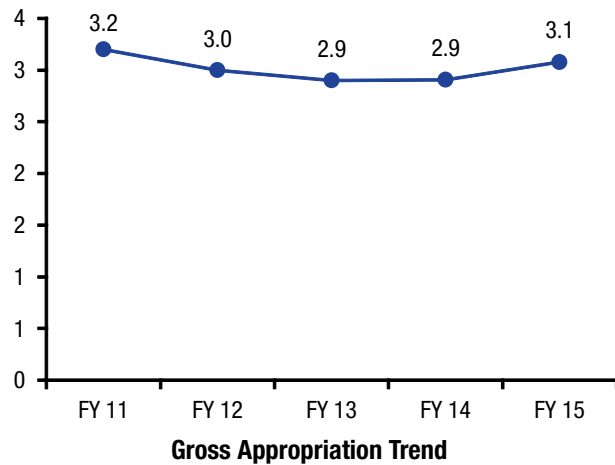
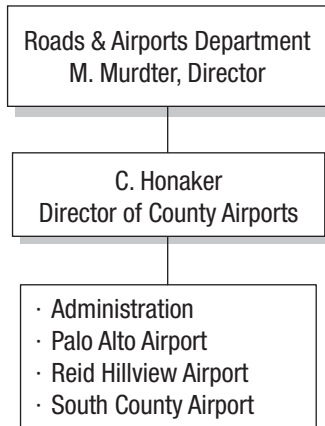
0020-Road CIP (Fund Number 0020)

Current Level Budget			
FY 2014 Approved Budget	— \$	20,217,001 \$	33,045,935
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(19,918,001)	(32,945,935)
Subtotal (Current Level Budget)	— \$	299,000 \$	100,000

Recommended Changes for FY 2015			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	1,780,000	1,306,448
Subtotal (Recommended Changes)	— \$	1,780,000 \$	1,306,448
Recommended Budget	— \$	2,079,000 \$	1,406,448



Airports Department



Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation community and the traveling public**



Description of Major Services

The Airports Department is authorized by the Santa Clara County 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 three airports: Palo Alto, Reid-Hillview, and South County Airports, comprised of:

- 7 miles of runways and taxiways
- 245 aircraft hangars, and
- 648 open aircraft tie-down storage spaces

Operations Management

This function oversees the daily operations and maintenance services of the three airports. The services include general maintenance and repair, runway and taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Operations Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

Property Management

This function oversees airport-related licenses, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years, the Department has maintained financial self-sufficiency in its management of the airport facilities and resources.

Capital Improvement Projects

This function is responsible for the design and implementation of capital projects necessary to provide safe and useful facilities for general aircraft pilots while improving upon the current infrastructure.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2015 Ongoing Net Cost/(Savings)	FY 2015 One-Time Net Cost/(Savings)
Fixed Asset Purchase	↑	Replacement of vehicles that are at the end of their useful life.	—	—	\$110,000
Reduce Staff to Airports Division	●	Duties assigned to these positions have been absorbed by other staff within the Division.	-2.0	(\$201,777)	—

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

↑ Fixed Asset Purchase

Recommended Action: Allocate one-time funding for the purchase of a new tractor for Reid-Hillview Airport.

Service Impact: The existing Reid-Hillview tractor has reached the end of its useful life. It is 27 years old, accumulating high repair costs, and will require diesel retrofit costs that are far more expensive than the value of the equipment. The replacement tractor will have increased mowing capacity, as well as a removable box-type scraper that will allow airport staff to perform ground leveling adjacent to the runways and taxiways.

One-Time Cost: \$110,000

● Reduce Staff to Airports Division

Recommended Action: Delete 1.0 FTE Airport Operations Supervisor position and 1.0 FTE Airports Noise Abatement Program Coordinator position.

Service Impact: Both positions have been vacant since 2011. Division staff has demonstrated the ability to absorb the duties assigned to these positions without adverse consequence to service.

**Positions Deleted: 2.0 FTE
Ongoing Savings: \$201,777**

Roads & Airports Dept - Airports— Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
060805	Airport Operations	\$ 2,511,193	\$ 2,907,645	\$ 3,169,343	\$ 3,079,180	\$ 171,535	5.9%
Total Net Expenditures		\$ 2,511,193	\$ 2,907,645	\$ 3,169,343	\$ 3,079,180	\$ 171,535	5.9%

Roads & Airports Dept - Airports— Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
060805	Airport Operations	\$ 2,511,193	\$ 2,907,645	\$ 3,169,343	\$ 3,079,180	\$ 171,535	5.9%
Total Gross Expenditures		\$ 2,511,193	\$ 2,907,645	\$ 3,169,343	\$ 3,079,180	\$ 171,535	5.9%



Roads & Airports Dept - Airports— Budget Unit 608 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 1,257,638	\$ 1,425,866	\$ 1,541,380	\$ 1,339,603	\$ (86,263)	-6.0%
Services And Supplies	979,077	1,061,384	1,207,568	1,209,182	147,798	13.9%
Other Charges	235,195	420,395	420,395	420,395	—	—
Fixed Assets	39,283	—	—	110,000	110,000	NA
Total Net Expenditures	\$ 2,511,193	\$ 2,907,645	\$ 3,169,343	\$ 3,079,180	\$ 171,535	5.9%

Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
060805	Airport Operations	\$ 3,119,693	\$ 2,878,082	\$ 2,760,678	\$ 2,760,678	\$ (117,404)	-4.1%
	Total Revenues	\$ 3,119,693	\$ 2,878,082	\$ 2,760,678	\$ 2,760,678	\$ (117,404)	-4.1%

Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Charges For Services	\$ 404,983	\$ 395,000	\$ 397,000	\$ 397,000	\$ 2,000	0.5%
Other Financing Sources	2,496,729	2,312,450	2,226,078	2,226,078	(86,372)	-3.7%
Aid From Government Agencies - Federal	30,597	6,832	6,800	6,800	(32)	-0.5%
Revenue From Use Of Money/Property	163,149	158,800	130,800	130,800	(28,000)	-17.6%
Revenue From Other Government Agencies	24,234	5,000	—	—	(5,000)	-100.0%
Total Revenues	\$ 3,119,693	\$ 2,878,082	\$ 2,760,678	\$ 2,760,678	\$ (117,404)	-4.1%

Airport Operations — Cost Center 060805 Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
Current Level Budget			
FY 2014 Approved Budget	15.0	\$ 2,907,645	\$ 2,878,082
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	90,276	—
IntraCounty Adjustments	—	94,017	278
Other Adjustments	—	77,405	(117,682)
Subtotal (Current Level Budget)	15.0	\$ 3,169,343	\$ 2,760,678

Recommended Changes for FY 2015



Airport Operations — Cost Center 060805
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 1,614	\$ —
Decision Packages			
Reduce Staff to Airports Division	-2.0	(201,777)	—
Fixed Asset Purchase	—	110,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ (90,163)	\$ —
Recommended Budget	13.0	\$ 3,079,180	\$ 2,760,678



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 210,000 residents in the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Saratoga, the Town of Los Gatos, the Town of Los Altos Hills, and unincorporated areas

generally west of these cities. The Board of Supervisors, sitting as the Board of Directors, hears all concerns at their regularly agendized meetings.

Health and Safety Code Section 13862 empowers the Department to provide services for fire protection, rescue, emergency medical (including advanced life support), hazardous materials, emergency response, and others related to the protection of life and property.

The organization is structured around five distinct service divisions:

- The Fire Prevention Division provides fire inspection services and code enforcement.
- The Operations Division coordinates resources for emergency response.
- The Training Division coordinates and delivers training to District employees and public fire education.
- The Administrative Services Division provides general management and administrative support.
- The Support Service Division administers supplies, apparatus maintenance, and facility maintenance.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

Los Altos Hills County Fire District

The Los Altos Hills County Fire District (LAHCFD) is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors, as the governing body, appoints seven commissioners to four-year terms.

The LAHCFD provides fire protection and emergency medical services to the unincorporated area adjacent to the City of Los Altos and approximately 12 square miles in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid-Peninsula Regional Park District and Permanente properties. The LAHCFD serves approximately 13,000 people. Fire protection services are provided through a contract with the Santa Clara County Fire Department.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

South Santa Clara County Fire District

The South Santa Clara County Fire District (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 to four-year terms.

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. SSCCFD provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

SSCCFD includes the unincorporated County area south of Metcalf Road and serves approximately 35,000 County residents. The district is staffed by the California Department of Forestry and Fire Protection (Cal Fire) personnel whose salaries and wages are reimbursed to the State by SSCCFD through a contractual arrangement. SSCCFD currently maintains three fire stations: one on Highway 152 west of Gilroy, one near San Martin, and one in Morgan Hill.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

In FY 2015, SSCCFD is proposing to annex approximately 22,000 acres located in eight areas adjacent to the existing boundaries of the District. With the exception of Area 7, all the territory proposed for annexation is within the District's Sphere of Influence, as adopted by LAFCO. Area 7 will require a minor Sphere of Influence amendment to allow annexation of 195 acres consisting of four parcels in the area of Loma Prieta Avenue and Lago Lomita Way. Total population of the entire annexation area is estimated at less than 1,700 persons, based on 2000 Census data.



County Executive's Recommendation

Santa Clara County Central Fire Protection District

The Santa Clara County Fire Department proposes a budget that anticipates utilizing \$116,686 in fund balance from FY 2014. The revenues, expenses, and use of fund balance will be adjusted in the Final Budget, if necessary.

↑ Fixed Assets

Recommended Action: Allocate \$5,665,100 in one-time funds for the following fixed assets, as reflected in the following table:

Special District Fixed Assets

Description	Amount
Air Compressor, BSU	\$60,000
App Bay Windows(SS)	\$1,200
Apparatus (4 Engines, 1 Truck)	\$2,709,000
Autopulse Resuscitation Platform (9)	\$90,000
Cardiac Monitor Replacement (21 units)	\$550,000
Carpet Replacement (EM,CA,LO)	\$63,000
Computers/Servers/Printers	\$185,000
EMS Data Mgmt (First Watch)	\$102,600
Exhaust Systems	\$65,000
Extractor (CA)	\$16,000
Fitness Equipment	\$15,000
HazMat Monitoring Equipment	\$165,000
Hose Rack (EM)	\$2,800
Hot Spot Devices for Rigs (35)	\$70,000
HQ 2nd Floor Office Remodel	\$152,000
HQ Lighting Retrofit	\$23,000
HQ Siding	\$250,000
HVAC improvements	\$32,000
Hydraulic "Rabbit" Entry Tool (7)	\$14,000
Kitchen Modifications (MV)	\$11,000
Lockers (WV)	\$4,800
MedixSafe	\$45,000
Parking Lot (QU, LG, WI, SH)	\$9,000
Radios, Repeaters, emtrac	\$109,800
Redwood Sta. Replacement – Modular	\$240,000
Repaint Stations (CU, SH, CA, LA)	\$66,500
Roof Repair (SS)	\$20,000
Station Generator (SU, CA)	\$140,000
Station Ringdown System	\$125,000
Tire Storage Unit (Installed)	\$35,000
Trailer (existing salvage equipment)	\$5,400

Special District Fixed Assets

Description	Amount
Vehicles, autos and vans	\$180,000
Voice over IP	\$108,000
Total	\$5,665,100

One-time Cost: \$5,665,100

Position Summary

The Santa Clara County Central Fire Protection District is not included in the Position Detail by Cost Center Appendix nor in the County's Salary Ordinance. Classifications and salary ranges were approved by the Board of Directors of the Fire District at the January 28, 2014 meeting, item 59.

Summary of Central Fire Protection District Budget – FY 2015

Resources	Amount
FY 2014 Revenues	\$92,824,118
Estimated Fund Balance as of 6/30/2014	\$116,686
Total Revenue plus Fund Balance	\$92,940,804
Expenses	Amount
Salaries and Benefits	\$74,851,723
Services and Supplies	\$13,849,973
Debt Service and Interest	\$332,850
Fixed Assets	\$5,665,100
Reimbursements	(\$1,758,842)
Total Expenses	\$92,940,804

Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates utilizing approximately \$6,929,900 in fund balance from FY 2014. The revenues, expenses, and use of fund balance will be adjusted in the Final Budget, if necessary. The proposed budget was approved by the Los Altos Hills County Fire District Commission and includes committed reserves of \$5 million.



Summary of Los Altos Hills County Fire District Budget – FY 2015

Resources	Amount
FY 2014 Revenues	\$8,751,700
Estimated Fund Balance as of 6/30/2014	\$6,929,900
Total Revenue plus Fund Balance	\$15,681,600
Expenses	Amount
Salaries and Benefits – Contract Out	\$-
Services and Supplies	\$10,681,600
Reserves – Designated	\$5,000,000
Total Expense	\$15,681,600

South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates utilizing approximately \$467,493 in fund balance from FY 2014. The revenues, expenses, and use of fund balance will be adjusted in the Final Budget, if necessary.

↑ Fixed Assets

Recommended Action: Allocate \$295,000 in one-time funds for the following fixed assets:

- Heart monitors (6) – \$35,000
- Type 3 Fire engine – \$60,000
- Modular structure at Station 3 for up to three employees – \$200,000 (project delayed from FY 2012)

One-time Cost: \$295,000

Summary of South Santa Clara County Fire District Budget – FY 2015

Resources	Amount
FY 2014 Revenues	\$4,917,875
Estimated Fund Balance as of 6/30/2014	\$467,493
Total Revenue plus Fund Balance	\$5,385,368
Expenses	Amount
Salaries and Benefits – Contract Out	-
Services and Supplies	\$5,090,368
Fixed Assets	\$295,000
Total Expense	\$5,385,368

Central Fire Protection District— Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 24,161,601	\$ 84,707,244	\$ 87,247,123	\$ 92,940,804	\$ 8,233,560	9.7%
9144	General Support Svcs Fund 1524	1,685,380	—	—	—	—	—
090403	Operations Div Fund 1524	47,923,556	—	—	—	—	—
090404	Training Div Fund 1524	1,723,068	—	—	—	—	—
090405	Prevention Div Fund 1524	4,325,977	—	—	—	—	—
	Total Net Expenditures	\$ 79,819,583	\$ 84,707,244	\$ 87,247,123	\$ 92,940,804	\$ 8,233,560	9.7%



Central Fire Protection District— Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 25,522,617	\$ 86,466,086	\$ 89,005,965	\$ 94,699,646	\$ 8,233,560	9.5%
9144	General Support Svcs Fund 1524	1,685,380	—	—	—	—	—
090403	Operations Div Fund 1524	47,923,556	—	—	—	—	—
090404	Training Div Fund 1524	1,723,068	—	—	—	—	—
090405	Prevention Div Fund 1524	4,325,977	—	—	—	—	—
Total Gross Expenditures		\$ 81,180,599	\$ 86,466,086	\$ 89,005,965	\$ 94,699,646	\$ 8,233,560	9.5%

Central Fire Protection District— Budget Unit 904 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Salary and Benefits	\$ 68,655,196	\$ 69,778,800	\$ 74,851,723	\$ 74,851,723	\$ 5,072,923	7.3%
Services And Supplies	11,678,509	12,833,662	13,821,392	13,849,973	1,016,311	7.9%
Other Charges	441,975	448,726	332,850	332,850	(115,876)	-25.8%
Fixed Assets	404,918	3,166,000	—	5,665,100	2,499,100	78.9%
Operating/Equity Transfers	—	238,898	—	—	(238,898)	-100.0%
Total Gross Expenditures	\$ 81,180,599	\$ 86,466,086	\$ 89,005,965	\$ 94,699,646	\$ 8,233,560	9.5%
Expenditure Transfers	(1,361,016)	(1,758,842)	(1,758,842)	(1,758,842)	—	—
Total Net Expenditures	\$ 79,819,583	\$ 84,707,244	\$ 87,247,123	\$ 92,940,804	\$ 8,233,560	9.7%

Central Fire Protection District— Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 92,880,753	\$ 85,036,200	\$ 92,824,118	\$ 92,824,118	\$ 7,787,918	9.2%
090403	Operations Div Fund 1524	4,302	—	—	—	—	—
090404	Training Div Fund 1524	29,632	—	—	—	—	—
090405	Prevention Div Fund 1524	1,095,779	—	—	—	—	—
Total Revenues		\$ 94,010,465	\$ 85,036,200	\$ 92,824,118	\$ 92,824,118	\$ 7,787,918	9.2%



Central Fire Protection District— Budget Unit 904

Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Current Property	\$ 57,782,668	\$ 54,570,000	\$ 60,815,000	\$ 60,815,000	\$ 6,245,000	11.4%
Taxes - Other Than Current Property	1,680,468	—	—	—	—	—
Fines, Forfeitures, Penalties	—	800,000	—	—	(800,000)	-100.0%
Revenue From Use Of Money/Property	62,825	65,000	100,000	100,000	35,000	53.8%
Charges For Services	460,643	391,200	413,450	413,450	22,250	5.7%
Aid From Government Agencies - State	1,022,825	540,000	541,000	541,000	1,000	0.2%
Aid From Government Agencies - Federal	2,585,639	1,900,000	1,685,500	1,685,500	(214,500)	-11.3%
Other Financing Sources	29,013,696	25,267,000	27,767,668	27,767,668	2,500,668	9.9%
Licenses, Permits, Franchises	1,401,702	1,503,000	1,501,500	1,501,500	(1,500)	-0.1%
Total Revenues	\$ 94,010,465	\$ 85,036,200	\$ 92,824,118	\$ 92,824,118	\$ 7,787,918	9.2%

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 2014 Approved Budget	—	\$ 84,707,244	\$ 85,036,200
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	430,397	—
Other Adjustments	—	2,109,482	7,787,918
Subtotal (Current Level Budget)	—	\$ 87,247,123	\$ 92,824,118
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ 28,581	\$ —
Decision Packages			
Santa Clara County Fire Department Fixed Assets	—	5,665,100	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 5,693,681	\$ —
Recommended Budget	—	\$ 92,940,804	\$ 92,824,118

Los Altos Hills County Fire District— Budget Unit 979

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,146,253	\$ 19,311,898	\$ 15,681,600	\$ 15,681,600	\$ (3,630,298)	-18.8%
	Total Net Expenditures	\$ 9,146,253	\$ 19,311,898	\$ 15,681,600	\$ 15,681,600	\$ (3,630,298)	-18.8%



Los Altos Hills County Fire District— Budget Unit 979 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,146,253	\$ 19,311,898	\$ 15,681,600	\$ 15,681,600	\$ (3,630,298)	-18.8%
Total Gross Expenditures		\$ 9,146,253	\$ 19,311,898	\$ 15,681,600	\$ 15,681,600	\$ (3,630,298)	-18.8%

Los Altos Hills County Fire District— Budget Unit 979 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 9,146,253	\$ 13,502,023	\$ 10,681,600	\$ 10,681,600	\$ (2,820,423)	-20.9%
Reserves	—	5,809,875	5,000,000	5,000,000	(809,875)	-13.9%
Total Net Expenditures	\$ 9,146,253	\$ 19,311,898	\$ 15,681,600	\$ 15,681,600	\$ (3,630,298)	-18.8%

Los Altos Hills County Fire District— Budget Unit 979 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 8,370,827	\$ 7,971,200	\$ 8,751,700	\$ 8,751,700	\$ 780,500	9.8%
Total Revenues		\$ 8,370,827	\$ 7,971,200	\$ 8,751,700	\$ 8,751,700	\$ 780,500	9.8%

Los Altos Hills County Fire District— Budget Unit 979 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Current Property	\$ 7,644,314	\$ 7,801,700	\$ 8,644,700	\$ 8,644,700	\$ 843,000	10.8%
Taxes - Other Than Current Property	—	8,000	—	—	(8,000)	-100.0%
Revenue From Use Of Money/Property	76,552	110,000	54,000	54,000	(56,000)	-50.9%
Aid From Government Agencies - State	48,596	48,000	48,000	48,000	—	—
Licenses, Permits, Franchises	—	3,500	—	—	(3,500)	-100.0%
Other Financing Sources	601,365	—	5,000	5,000	5,000	NA
Total Revenues	\$ 8,370,827	\$ 7,971,200	\$ 8,751,700	\$ 8,751,700	\$ 780,500	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 2014 Approved Budget	—	\$ 19,311,898	\$ 7,971,200
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(3,630,298)	780,500
Subtotal (Current Level Budget)	—	\$ 15,681,600	\$ 8,751,700
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 15,681,600	\$ 8,751,700

South Santa Clara County Fire Protection District— Budget Unit 980

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,058,589	\$ 4,998,225	\$ 4,876,504	\$ 4,876,504	\$ (121,721)	-2.4%
9120	South Santa Clara Co Fire Dist Fund 1574	173,153	193,597	177,549	212,549	18,952	9.8%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	260,000	36,315	296,315	36,315	14.0%
Total Net Expenditures		\$ 4,231,742	\$ 5,451,822	\$ 5,090,368	\$ 5,385,368	\$ (66,454)	-1.2%

South Santa Clara County Fire Protection District— Budget Unit 980

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,058,589	\$ 4,998,225	\$ 4,876,504	\$ 4,876,504	\$ (121,721)	-2.4%
9120	South Santa Clara Co Fire Dist Fund 1574	173,153	193,597	177,549	212,549	18,952	9.8%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	260,000	36,315	296,315	36,315	14.0%
Total Gross Expenditures		\$ 4,231,742	\$ 5,451,822	\$ 5,090,368	\$ 5,385,368	\$ (66,454)	-1.2%



South Santa Clara County Fire Protection District— Budget Unit 980 Expenditures by Object

Object	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Services And Supplies	\$ 4,095,426	\$ 5,065,192	\$ 4,846,127	\$ 4,846,127	\$ (219,065)	-4.3%
Other Charges	119,557	126,630	244,241	244,241	117,611	92.9%
Fixed Assets	16,758	260,000	—	295,000	35,000	13.5%
Total Gross Expenditures	\$ 4,231,742	\$ 5,451,822	\$ 5,090,368	\$ 5,385,368	\$ (66,454)	-1.2%
Total Net Expenditures	\$ 4,231,742	\$ 5,451,822	\$ 5,090,368	\$ 5,385,368	\$ (66,454)	-1.2%

South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,932,745	\$ 4,728,800	\$ 4,662,326	\$ 4,662,326	\$ (66,474)	-1.4%
9120	South Santa Clara Co Fire Dist Fund 1574	208,020	193,597	212,549	212,549	18,952	9.8%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	11,430	43,000	43,000	43,000	0	0.0%
Total Revenues		\$ 4,152,195	\$ 4,965,397	\$ 4,917,875	\$ 4,917,875	\$ (47,523)	-1.0%

South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Type

Type	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Taxes - Current Property	\$ 3,858,284	\$ 3,938,800	\$ 4,142,300	\$ 4,142,300	\$ 203,500	5.2%
Revenue From Use Of Money/Property	11,678	34,000	34,000	34,000	0	0.0%
Aid From Government Agencies - State	24,495	24,000	120,000	120,000	96,000	400.0%
Aid From Government Agencies - Federal	—	670,000	294,026	294,026	(375,974)	-56.1%
Licenses, Permits, Franchises	218,810	248,597	277,549	277,549	28,952	11.6%
Other Financing Sources	38,927	50,000	50,000	50,000	—	—
Total Revenues	\$ 4,152,195	\$ 4,965,397	\$ 4,917,875	\$ 4,917,875	\$ (47,523)	-1.0%

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 2014 Approved Budget	—	\$ 4,998,225	\$ 4,728,800
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	6	—
Other Adjustments	—	(121,727)	(66,474)
Subtotal (Current Level Budget)	— \$	4,876,504 \$	4,662,326

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	4,876,504 \$	4,662,326

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 2014 Approved Budget	— \$	193,597 \$	193,597
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(16,048)	18,952
Subtotal (Current Level Budget)	— \$	177,549 \$	212,549

Recommended Changes for FY 2015

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
SSCCFD Fixed Assets	—	35,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	35,000 \$	—
Recommended Budget	— \$	212,549 \$	212,549

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 2014 Approved Budget	— \$	260,000 \$	43,000
Board Approved Adjustments During FY 2014	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(223,685)	0



Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 36,315	\$ 43,000
Recommended Changes for FY 2015			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
SSCCFD Fixed Assets	—	260,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 260,000	\$ —
Recommended Budget	—	\$ 296,315	\$ 43,000





Section 6: Restricted Funds



Restricted Funds

Overview

The funds reflected in this section are funds established to hold resources for specific purposes, as well as funds that serve as clearing accounts to temporarily hold funds pending distribution to the General Fund or other County funds.

The difference between the budgeted expense and the budgeted revenue for each fund is the estimated fund balance. Expenses and revenues will be adjusted in the 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	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund - F0213	\$ —	(173,028)	\$ 2,318,898	2,346,996	\$ 2,319,127	2,373,968
9810	Justice Facility Temp Construction Rs Fu -F0214	519,829	17,456	4,312,445	4,595,377	3,768,977	3,157,343
9841	Justice Asst Grant Fund 0202	14,218	869	122,378	—	28,000	—
9858	SB1246 Domestic Violence - F0378	140,323	146,422	60,000	60,000	87,500	87,500
9860	Veteran Services Special Lic Plt Fee - F0248	—	817	145,486	145,486	145,486	—
9892	Domestic Violence - F0231	409,378	209,599	223,931	210,795	275,000	275,000

Assessor Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 25,674	128,286	\$ 1,229,876	100,000	\$ 1,229,876	100,000
9801	AB 818 SCPTAP Grant Fund 0269	130,738	28,128	5,131,046	100,000	5,300,916	100,000

County Library HeadQuarters Trust Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9301	County Library Service Area Fund 1700	\$ 5,690,000	5,687,106	\$ 6,000,000	5,692,051	\$ 6,000,000	5,709,620

Controller-Treasurer Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9869	AB109/AB118 Local Law Enforcement Svc - F0443	20,143,003	21,000,223	20,458,740	22,165,470	22,141,666	22,165,470



Tax Collector Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delenquent Property Tax Fund 1474	\$ 450,000	296,565	\$ 450,000	500,000	\$ 450,000	500,000

Debt Service Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 43,000	35,144	\$ 15,000	—	\$ 13,000	—

District Attorney Department Restricted

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 272,869	272,869	\$ 430,000	430,000	\$ 430,000	430,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	105,765	41,888	145,418	25,677	150,038	35,500
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	—	42,018	174,732	30,992	222,113	45,200
9821	Dispute Resolution Prog Restricted Fund 0345	400,000	313,250	400,265	400,265	155,227	300,000
9822	Federally Forfeited Proerty Restricted F0417	11,000	35,670	140,277	950	79,016	350
9823	Crime Lab Drug Analysis Restricted Fund 0233	220,594	231,062	688,443	550,000	627,527	550,000
9842	Consumer Protection & Unfair Comp Fund 0264	7,528	1,162,299	1,282,950	400,000	4,040,521	2,000,000
9856	Escheated Victim Restitution Fund 0339	99,511	1,017	164,298	775	323,885	1,400
9857	DNA Identification County Share Fund 0230	499,148	499,142	604,127	604,127	600,265	600,265
9866	DEA Federal Asset Forfeiture Fund 0333	10,217	39,643	580,712	146,440	466,554	31,900
9879	2011 Realignemnt - DA Trust Fd -F0414	231,828	296,640	424,598	296,640	347,028	362,102
9890	REACT Fed Ass Justice - F0410	—	180,299	269,823	1,826	274,486	1,200

Public Defender

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9878	2011 Realignment-Public Defender-F0415	\$ 296,640	296,640	\$ 296,640	296,640	\$ 362,102	362,102



Criminal Justice Support

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9868	AB109/AB118 Local Community Correction - F0433	23,199,194	33,746,839	48,869,145	40,000,000	43,336,805	39,116,226

Sheriff's Department Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ —	3,085	\$ 112,000	3,000	\$ 112,000	3,000
9806	Sheriff Donation Restricted Fund 0346	—	—	167,000	—	167,000	—
9807	Civil Assessment Restricted Fund 0403	176,485	312,222	1,480,000	316,200	1,480,000	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	8,050	130,716	1,234,495	100,000	1,234,495	100,000
9843	SCC Justice Training Ctr Fund 0431	198,008	329,610	775,000	200,000	1,457,000	200,000
9872	Trial Court Security - F0434	29,404,248	27,818,966	29,505,176	30,347,255	29,613,286	31,528,281

Probation Department Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9873	Juvenile Justice -F0437	\$ 2,483,961	2,483,961	\$ 3,242,516	3,441,477	\$ 3,377,080	4,189,568

DCSS Special Revenue Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 36,434,721	37,019,278	\$ 37,207,319	37,207,319	\$ 36,902,466	36,902,466

Social Services Agency Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 553,933	458,035	\$ 975,245	453,000	\$ 972,245	453,000

Public Health Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 52,564	47,579	\$ 52,564	52,564	\$ 52,564	52,564
9831	Health Dept Donations Restricted Fund 0358	68,912	42,924	195,000	195,000	195,000	195,000
9832	Tobacco Education Restricted Fund 0369	415,807	227,061	269,985	269,985	269,985	269,985
9833	Joe Camel Mangini Settlement R Fund 0373	—	307	54,821	54,821	54,821	—



Public Health Restricted Funds

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9834	Public Health Bioterrorism Resp R Fund 0377	2,255,709	2,303,880	2,227,666	2,227,666	2,058,657	2,058,657
9852	BT Hospital Prep Program Fund 0424	819,428	820,659	793,736	793,736	693,755	693,755
9854	EMS Fines & Penalties - F0363	1,235,662	3,498,796	1,258,000	2,673,000	1,401,229	2,816,229

Mental Health Department Restricted Fund

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9839	MH Donation Restricted Fund 0357	\$ —	500	\$ 62,000	62,000	\$ 62,000	62,000
9846	MHSA CSS Other Services Fund 0446	33,055,308	50,684,852	38,228,395	36,732,988	39,388,567	37,893,160
9847	MHSA Prevention Restricted Fund 0447	19,385,117	12,785,146	27,126,286	24,636,476	27,292,469	24,802,659
9849	MH Svcs Act Capital & IT Restricted Fund 0449	3,153,827	87,836	9,990,310	9,992,014	10,130,566	10,132,270
9850	MS Svcs Act Ed & Training Restricted Fund 0445	2,159,315	28,710	4,117,732	4,117,732	4,182,983	4,182,983
9865	MHSA Innovation Fund 0453	3,881,986	3,390,235	6,759,431	6,764,024	6,159,475	6,164,068
9871	Mental Health-PSR -F0429	50,058,179	50,083,179	50,058,179	50,083,179	52,345,851	52,370,851

Department of Alcohol & Drug Program Res

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted - F0201	\$ 110,000	91,225	\$ 123,396	110,000	\$ 113,396	100,000
9828	Alcohol AB541 Restricted Fund 0221	70,000	140,475	71,789	70,000	200,135	198,346
9829	Statham AB2086 Restricted Fund 0222	200,000	209,038	207,010	200,000	237,010	230,000
9836	Drug Abuse Restricted Fund 0212	117,852	124,553	148,694	120,452	177,842	149,600
9837	Alcohol Abuse Education & Prev R Fund 0219	204,131	200,655	237,595	235,498	206,597	204,500
9840	DADS Donation Restricted Fund 0359	—	116	14,171	13,059	14,171	13,059
9874	Health & Human Services- DAD F0439	31,353,734	35,973,299	34,781,683	35,746,144	36,512,373	36,967,561

Department Of Planning And Development

CC	Cost Center Name	2013 Actual		2014 Approved		2015 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9896	Permit Rev - Planning&Developmt-Fund 0255	\$ —	716,374	\$ —	—	\$ 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 2015 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 2015 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2015 Recommended Budget Prepared											
FY 2015 Recommended Budget Released to Public											
FY 2015 Budget Workshop, May 6-8, 2014											
Santa Clara County Board of Supervisors' Budget Hearing and Adoption, June 16-20, 2014											
Implementation of FY 2015 Budget becomes Effective July 1, 2014											
FY 2015 Final Budget Prepared for Release in July 2014											

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 2015 runs from July 1, 2014 to June 30, 2015. 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 2014.”

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 2015.”

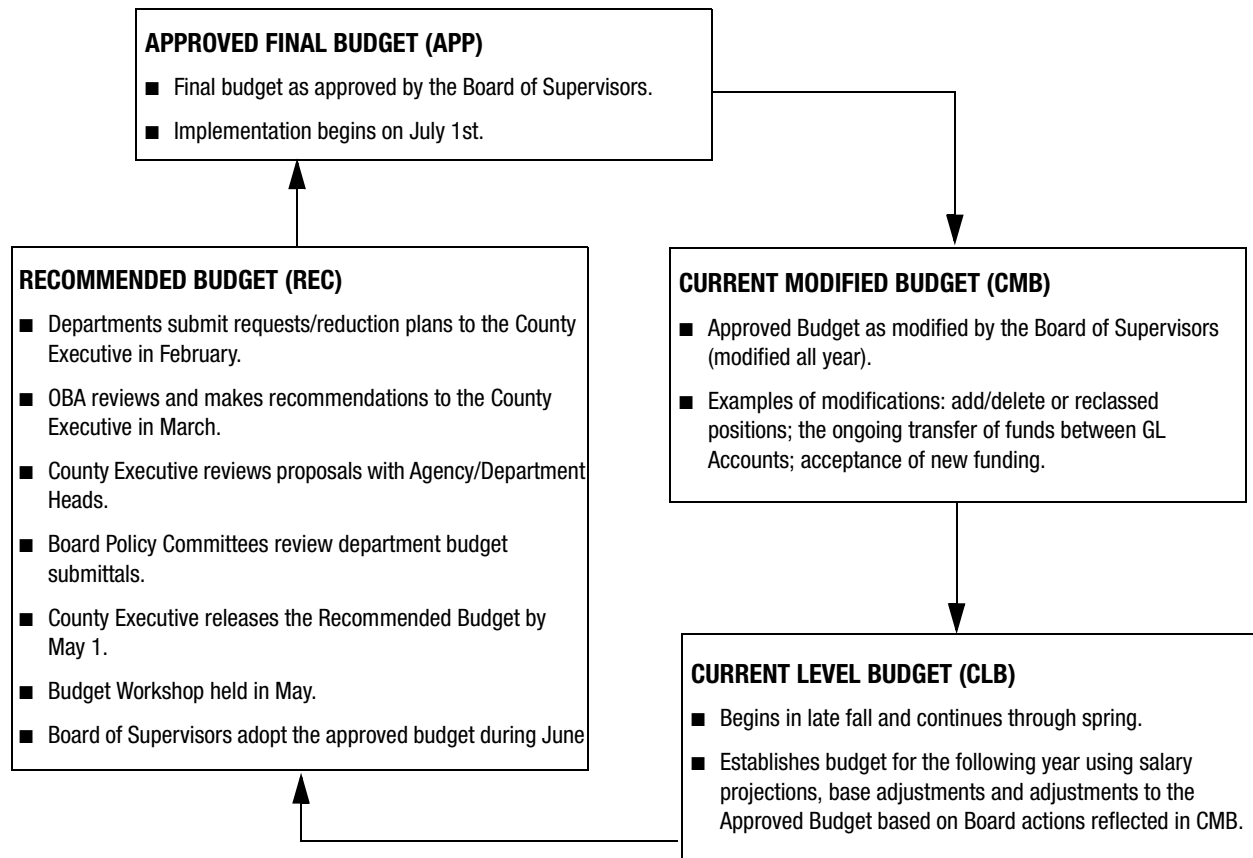
The *total* budget in each cost center recommended for FY 2015 is at the bottom of each of the cost center tables.

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 2014, and, recommended increases or decreases for FY 2015.

Cost Center Name and Number _____ Title of Fund for which appropriations and revenues are being described. _____

FY 2014 Approved positions, appropriations, and revenues for this cost center for FY 2014. _____

Adjustments to this cost center, approved by the Board of Supervisors during FY 2014. _____

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 2014. _____

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2014, annualization of partial year changes approved by the Board in FY 2014, and adjustments to revenues to reflect FY 2015 factors. _____

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2014 level of service in FY 2015. _____

County Executive recommended changes to the current level of service for FY 2015.

Cost Center Name and Fund Number — Cost Center Number Major Changes to the Budget	Positions	Appropriations	Revenues
Fund Number and Name			
Current Level Budget			
FY 2014 Approved Budget	6.0	1,800,000	1,200,000
Board Approved Adjustments During FY 2014	-	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 2015			
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 2015.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2015. If no further action is taken by the Board of Supervisors at the Budget Hearing, this line becomes the Approved Budget for FY 2015.



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 5101100)

	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Supervisory District #1	—	5,292	5,292	5,292	—	—
Supervisory District #2	33,315	10,788	10,788	10,788	—	—
Supervisory District #3	22,725	5,724	5,724	5,724	—	—
Supervisory District #4	—	5,292	5,292	5,292	—	—
Supervisory District #5	53,284	10,764	10,764	10,764	—	—
Clerk-Board of Supervisors	36,997	—	—	—	—	—
County Executive	222,300	20,000	20,000	20,000	—	—
Assessor	174,800	202,093	212,414	212,414	10,321	5.1%
Procurement	27,556	—	—	—	—	—
County Counsel	111,474	128,000	—	—	(128,000)	-100.0%
Registrar of Voters	1,308,342	1,516,657	1,516,657	1,516,657	—	—
Information Services	406,545	38,143	38,143	38,143	—	—
Communications Department	8,745	—	—	—	—	—
Facilities Department	272,683	47,964	34,154	34,154	(13,810)	-28.8%
Fleet Services	21,983	11,484	11,484	11,484	—	—
County Library Headquarters	1,161,148	814,540	898,745	898,745	84,205	10.3%
Employee Services Agency	398,718	83,982	83,982	83,982	—	—
Controller-Treasurer	177,205	208	208	208	—	—
Tax Collector	269,977	94,138	94,138	94,138	—	—
County Recorder	18,311	45,898	45,898	45,898	—	—
Department of Revenue	53,096	—	—	—	—	—
District Attorney Department	616,630	41,149	209,885	209,885	168,736	410.1%
Public Defender	343,942	514,575	514,575	514,575	—	—
Office of Pretrial Services	84,604	160,514	160,514	160,514	—	—
Sheriff's Department	2,068,842	526,044	526,044	526,044	—	—
Sheriff's Doc Contract	188,154	—	—	—	—	—
Department of Correction	211,350	3,504	3,504	3,504	—	—
Probation Department	2,088,641	1,195,249	1,195,249	1,195,249	—	—
Med Exam-Coroner Fund 0001	110,990	—	—	—	—	—
Dept of Child Support Services	376,380	—	—	—	—	—



Budgeted Extra Help Resources (General Ledger Account 5101100)

	FY 2013 Actuals	FY 2014 Approved	FY 2015 Base Budget	FY 2015 Recommended	Amount Chg From 2014 Approved	% Chg From 2014 Approved
Social Services Agency	882,247	706,049	706,049	706,049	—	—
Department of Family & Children's Services	148,907	—	—	—	—	—
Department of Employment & Benefit Svc	272,565	17,332	17,332	17,332	—	—
Department of Aging and Adult Services Fund 0001	306,908	21,148	21,148	21,148	—	—
Public Health	750,226	357,154	191,682	191,682	(165,472)	-46.3%
Mental Health Department	769,614	817,260	728,447	728,447	(88,813)	-10.9%
Department of Alcohol and Drug Services	71,207	48,558	48,558	48,558	—	—
Custody Health Services	4,347,919	3,776,838	3,764,710	3,235,091	(541,747)	-14.3%
Community Health Services	197,428	106,209	276,209	276,209	170,000	160.1%
Valley Health Plan	18,299	—	—	—	—	—
Santa Clara Valley Medical Center	34,703,336	24,335,769	23,123,175	23,123,175	(1,212,594)	-5.0%
Department of Planning and Development	3,563	—	—	—	—	—
Parks and Recreation Department	637,096	816,819	816,819	816,819	—	—
Agriculture and Environmental Mgmt	137,980	222,538	222,538	222,538	—	—
Department of Environmental Health	111,949	288,401	288,401	288,401	—	—
Vector Control District	58,458	33,000	33,000	33,000	—	—
Roads & Airports Department - Roads	118,188	114,200	329,200	329,200	215,000	188.3%
Roads & Airports Dept - Airports	5,411	6,000	6,000	6,000	—	—
Central Fire Protection District	302,649	368,100	400,000	400,000	31,900	8.7%
Total Net Expenditures \$	54,712,687 \$	37,517,377 \$	36,576,722 \$	36,047,103 \$	(1,470,274)	-3.9%



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.

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget
Alcohol/Drug	Advent Group Ministries, Inc.	840,461
Alcohol/Drug	Asian American Community Involvement	87,210
Alcohol/Drug	Asian American Recovery Services	872,447
Alcohol/Drug	Countywide Alcohol and Drug Services, Inc.	535,251
Alcohol/Drug	Crossroads	318,852
Alcohol/Drug	Dependency Advocacy Center	174,000
Alcohol/Drug	Family & Children Services (FCS)	1,103,795
Alcohol/Drug	Gardner Family Care Corporation	594,988
Alcohol/Drug	Horizon Services Inc.	1,267,659
Alcohol/Drug	Indian Health Center	329,664
Alcohol/Drug	InnVision	120,251
Alcohol/Drug	Parisi House On The Hill	1,262,760
Alcohol/Drug	Pathway Society	3,228,083
Alcohol/Drug	Project Ninety	830,692
Alcohol/Drug	Solace Supportive Living	1,284,413
Community Health Services	Asian American Community Involvement	160,558
Community Health Services	Community Health Partnership	30,600
Community Health Services	Gardner Family Health Network	1,007,860
Community Health Services	Gardner Family Health Network (Tobacco Settlement Funding)	448,800
Community Health Services	Indian Health Center	135,454
Community Health Services	May View Community Health Center	772,274
Community Health Services	Planned Parenthood Mar Monte	697,341
County Executive	Unmet Civil Legal Needs – Bay Area Legal Aid	52,445
County Executive	Unmet Civil Legal Needs – Legal Aid Society of Santa Clara County	7,491
County Executive	Unmet Civil Legal Needs – Law Foundation of Silicon Valley	178,228
County Executive	Unmet Civil Legal Needs – Santa Clara University – Law Center	41,136
County Executive	Unmet Civil Legal Needs – Senior Adults Legal Assistance	29,397
County Executive	Unmet Civil Legal Needs – Santa Clara County Asian Law Alliance	27,864
County Executive	Unmet Civil Legal Needs – Pro Bono Project Silicon Valley	20,174
County Executive	Unmet Civil Legal Needs – YWCA Silicon Valley – Support Network	2,763
County Executive	Unmet Civil Legal Needs – Center for Employment Training	4,137
County Executive	Unmet Civil Legal Needs – Catholic Charities of Santa Clara County	4,557



Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget
County Executive	Unmet Civil Legal Needs – International Rescue Committee, Inc.	1,889
District Attorney	Project Sentinel (Mediation)	78,336
District Attorney	Silicon Valley FACES (Victim Witness)	2,034,459
DOC	Catholic Charities for General Inmates Services	34,680
DOC	Catholic Charities of SCC for Religious Services	34,425
DOC	Correctional Institution Chaplaincy	107,100
Mental Health	Ali Baba Riviera / Oasis Care	553,266
Mental Health	Alum Rock	847,038
Mental Health	Asian American Community Involvement	1,019,837
Mental Health	Bill Wilson	778,270
Mental Health	Catholic Charities	350,354
Mental Health	Chamberlain's Mental Health Services	282,738
Mental Health	Children's Health Council	390,771
Mental Health	City of San Jose/Grace Baptist	167,975
Mental Health	Community Solutions	1,440,538
Mental Health	Eastfield Ming Quong Families First	3,473,256
Mental Health	Emergency Housing Consortium	535,548
Mental Health	Family and Children's Services	558,515
Mental Health	Gardner Family Care Corp.	2,061,174
Mental Health	HOPE Rehabilitation Services	464,833
Mental Health	Indian Health Center	191,420
Mental Health	Kidango	113,516
Mental Health	Mekong Community Center	224,485
Mental Health	MH Advocacy Project – SC Co Bar Assoc	510,200
Mental Health	Momentum (Formerly Alliance for Community Care)	7,880,030
Mental Health	Rebekah Children's Services	622,507
Mental Health	Seneca	197,405
Mental Health	St. Vincent	45,900
Mental Health	Ujima Adult & Family Services	217,136
Mental Health	Unity Care	657,980
Mental Health	Victor Treatment	218,927
Probation	Bill Wilson Center – Pre-adjusted youth with alternative placement	102,000
Probation	Center for Training and Careers (CTC) – Life skills workshops and artistic development	25,500
Probation	Sentencing Alternatives Program, Inc.	183,652
Probation	Ujima Adult & Family Services – Research project on African Ancestry Youth in Detention	16,830
Public Health	Planned Parenthood Mar Monte	207,208
Public Health	The Health Trust	428,400
Social Svcs Gen Fund Contracts	Advent Group Ministries – Step Up! Closer Connection	76,140
Social Svcs Gen Fund Contracts	Almaden Valley Counseling Service-Social Skills For Parents & Youth	60,840
Social Svcs Gen Fund Contracts	Alum Rock Counseling-Ocaca Middle School	76,140
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Senior Wellness Program	64,485
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Youth Development Services	76,140
Social Svcs Gen Fund Contracts	Asian Americans for Community Involvement (AACI) – Domestic Violence Program	99,699
Social Svcs Gen Fund Contracts	Avenidas/Rose Kleiner Senior Health Center	44,085
Social Svcs Gen Fund Contracts	Bay Area Legal Aid – Legal Safety Net	36,700



Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget
Social Svcs Gen Fund Contracts	Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	44,085
Social Svcs Gen Fund Contracts	Bill Wilson Center – Central	60,840
Social Svcs Gen Fund Contracts	Bill Wilson Center – East	60,840
Social Svcs Gen Fund Contracts	Bill Wilson Center – Transitional Housing for Homeless Transition Age Youth and Young Families	40,988
Social Svcs Gen Fund Contracts	Bill Wilson Center – Youth Crisis Residential Services	38,596
Social Svcs Gen Fund Contracts	Boys and Girls Club	76,140
Social Svcs Gen Fund Contracts	Catholic Charities – Day Break Caregivers Services Programs	64,485
Social Svcs Gen Fund Contracts	Catholic Charities of Santa Clara County-Celebrating Families	65,940
Social Svcs Gen Fund Contracts	Catholic Charities of Santa Clara County-Franklin McKinley Children's Initiative	65,940
Social Svcs Gen Fund Contracts	Community Health Awareness Council-SLS Program	60,840
Social Svcs Gen Fund Contracts	Community Services Agency of Los Altos/MV – EAP	36,700
Social Svcs Gen Fund Contracts	Community Services Agency of Los Altos/MV – Integrated Senior Case Management	44,085
Social Svcs Gen Fund Contracts	Community Solutions- La Isla Domestic Violence Shelter and Services	71,302
Social Svcs Gen Fund Contracts	Emergency Housing Consortium (dba EHC Life Builders) – Reception Center	46,057
Social Svcs Gen Fund Contracts	Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support for South County Homeless	40,988
Social Svcs Gen Fund Contracts	Fresh Lifelines for Youth (FLY) – GOLD	60,840
Social Svcs Gen Fund Contracts	Health Trust, The – Community Engagement	44,085
Social Svcs Gen Fund Contracts	Health Trust, The – Oral Education	55,740
Social Svcs Gen Fund Contracts	Hope Services	60,840
Social Svcs Gen Fund Contracts	Indian Health Center – Coordinating Care for American Indian Elders	44,085
Social Svcs Gen Fund Contracts	InnVision – Safe Haven II Stevens Home	40,988
Social Svcs Gen Fund Contracts	Japanese American Community Services (Yu-ai Kai)/Minority Senior	82,812
Social Svcs Gen Fund Contracts	Live Oak Adult Services- Adult Day Care	59,385
Social Svcs Gen Fund Contracts	Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	36,700
Social Svcs Gen Fund Contracts	Maitri-Maitri's Transitional Home	40,988
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence – Children & Family Shelter Advocacy	36,700
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence-Domestic Violence Support Services Program	59,919
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence-The Shelter Next Door	62,979
Social Svcs Gen Fund Contracts	On Lok Senior Health Services	64,485
Social Svcs Gen Fund Contracts	Outreach & Escort (Senior Outreach Program)	64,485
Social Svcs Gen Fund Contracts	POSSO-Portuguese Community Center	49,185
Social Svcs Gen Fund Contracts	Rebekah Children's Services	65,940
Social Svcs Gen Fund Contracts	Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	64,485
Social Svcs Gen Fund Contracts	Sacred Health Community Service – Families First Food Project	38,596
Social Svcs Gen Fund Contracts	Sacred Heart Community Services Rapid Rehousing for Homeless Individuals & Families	40,988
Social Svcs Gen Fund Contracts	San Jose Day Nursery	60,840
Social Svcs Gen Fund Contracts	San Jose Grail Family Services	76,140
Social Svcs Gen Fund Contracts	Santa Clara Unified School District – Skills Plus Program	49,185
Social Svcs Gen Fund Contracts	School Health Clinics of Santa Clara County	60,840
Social Svcs Gen Fund Contracts	Self Help for the Elderly	44,085



Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget
Social Svcs Gen Fund Contracts	Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	64,485
Social Svcs Gen Fund Contracts	Silicon Valley Independent Living Center – Housing Program	40,988
Social Svcs Gen Fund Contracts	Silicon Valley Independent Living Center – Senior Care	49,185
Social Svcs Gen Fund Contracts	St. Joseph's Family Center-Emergency Rental Assistance Support	40,988
Social Svcs Gen Fund Contracts	St. Joseph's Family Center (Housing Services)	36,700
Social Svcs Gen Fund Contracts	Sunnyvale Community Services – Comprehensive Emergency Assistance	36,700
Social Svcs Gen Fund Contracts	Vietnamese Voluntary Foundation, Inc. (VIVO) – Vietnamese Elderly Consortium	44,085
Social Svcs Gen Fund Contracts	VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind)	59,385
Social Svcs Gen Fund Contracts	West Valley Community Services – Comprehensive EAP	44,085
Social Svcs Gen Fund Contracts	West Valley Community Services – Emergency Assistance Program	36,700
Social Svcs Gen Fund Contracts	West Valley Community Services – Transitional Housing Program	40,988
Social Svcs Gen Fund Contracts	YMCA of Silicon Valley – Mt. Madonna Branch	44,085
Social Svcs Gen Fund Contracts	YWCA of Silicon Valley – Domestic Violence Program	47,679
Social Svcs GF-DFCS	Child Advocates of Silicon Valley – Child Advocate, Recruitment, Training, Supervision	56,100
Social Svcs GF-DFCS	Family and Children Services – Parenting Without Violent (PWOV) Courses	22,968
Social Svcs GF-DFCS	Gardner Family Care Corporation – Intensive Parent-Skill Building Services (IPSBS)	324,688
Social Svcs GF-DFCS	Gardner Family Care Corporation- Family Strength Based Services (FSBS)	619,068
Social Svcs GF-DFCS	Law Foundation of Silicon Valley – LACY – Legal Guardianship Services for Minors	129,795
Social Svcs GF-DFCS	SCC Foster Adoptive Parent Association – Capacity Building	160,140
Social Svcs GF-DFCS	Silicon Valley FACES – Enhanced Victim Compensation Benefits	89,778
Social Svcs GF-DFCS	Unity Care Group – Resource and Advocacy Support Services	407,164
Social Svcs GF-DFCS	Unity Care Group – Differential Response Program (NIA)	295,800
Social Svcs PII	Catholic Charities – Initial Steps to Permanent Residency and Citizenship	102,000
Social Svcs PII	Catholic Charities – Legal Support for Citizenship Complex Cases	40,800
Social Svcs PII	Catholic Charities – South County Citizenship Services and Legal Assistance	45,901
Social Svcs PII	Center for Employment Center (CET) – Immigration Legal Services as Path to Citizenship	102,000
Social Svcs PII	Center for Employment Center (CET) – Legal Support for Citizenship	61,783
Social Svcs PII	Center for Employment Training (CET) – Citizenship Services	63,410
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) – Citizenship Services	40,175
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) – Immigration Legal Services as a Path to Citizenship	102,000
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) – Legal Support for Citizenship	54,257
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) – Website and Community Education	70,974
Social Svcs PII	Services, Immigrant Rights and Education Network (SIREN) – Citizenship and Lead Citizenship Day	63,410
Social Svcs PII	Services, Immigrant Rights and Education Network (SIREN)- Multilingual Immigrant Hot Line Assistance	48,274
Social Svcs Sr Nutrition Prog	Asian Americans for Community Involvement	57,129
Social Svcs Sr Nutrition Prog	Billy De Frank LGBT Community Center	10,848
Social Svcs Sr Nutrition Prog	Catholic Charities	455,516
Social Svcs Sr Nutrition Prog	City of Campbell	48,751
Social Svcs Sr Nutrition Prog	City of Milpitas	172,334



Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget
Social Svcs Sr Nutrition Prog	City of San Jose	891,353
Social Svcs Sr Nutrition Prog	City of Santa Clara	142,322
Social Svcs Sr Nutrition Prog	Community Child Care Council (4C's)	56,150
Social Svcs Sr Nutrition Prog	Community Services Agency of Mountain View & Los Altos	193,033
Social Svcs Sr Nutrition Prog	First Methodist Church of Sunnyvale	240,106
Social Svcs Sr Nutrition Prog	India Community Center – Milpitas	69,597
Social Svcs Sr Nutrition Prog	Japanese American Community Senior Services (Yu-Ai Kai)	211,942
Social Svcs Sr Nutrition Prog	Korean American Community Services Inc.	91,194
Social Svcs Sr Nutrition Prog	La Comida de California	271,270
Social Svcs Sr Nutrition Prog	Los Gatos United Methodist Church	128,388
Social Svcs Sr Nutrition Prog	Outreach & Escort (Senior Nutrition Transportation Services)	235,620
Social Svcs Sr Nutrition Prog	Portuguese Org. for Social Services	129,615
Social Svcs Sr Nutrition Prog	Salvation Army	224,968
Social Svcs Sr Nutrition Prog	Santa Clara Valley Blind Center	16,128
Social Svcs Sr Nutrition Prog	Self Help for the Elderly of Santa Clara County	125,757
Social Svcs Sr Nutrition Prog	YMCA Morgan Hill	270,656
Total Community Based Organizations		53,776,288



Position Detail by Cost Center

Finance and Government

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from 2014
Job Class Code and Title			2014 Positions	2015		Approved
			Approved	Adjusted	Recommended	Approved

Legislative And Executive

0101 Supervisorial District #1

1101	Supervisorial Dist #1 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #1			8.0	8.0	8.0	0.0

0102 Supervisorial District #2

1102	Supervisorial Dist #2 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #2			8.0	8.0	8.0	0.0

0103 Supervisorial District #3

1103	Supervisorial Dist #3 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #3			8.0	8.0	8.0	0.0

0104 Supervisorial District #4

1104	Supervisorial Dist #4 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #4			8.0	8.0	8.0	0.0

0105 Supervisorial District #5

1105	Supervisorial Dist #5 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #5			8.0	8.0	8.0	0.0

0106 Clerk-Board of Supervisors

1106	Clerk Of The Board Fund 0001					
	A05	Clerk of Board of 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
	D09	Office Specialist III	1.0	0.0	0.0	-1.0
	D54	Board Clerk II	5.0	5.0	5.0	0.0
	D55	Board Clerk I	7.0	8.0	8.0	1.0
	D71	Chief Dep-Clk of Board-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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		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					0.0	1.0	1.0	1.0
		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					2.0	2.0	3.0	1.0
1173	SB 813 Admin Fund 0001										
		D09	Office Specialist III					2.0	2.0	2.0	0.0
		D54	Board Clerk II					1.0	0.0	0.0	-1.0
		D55	Board Clerk I					2.0	2.0	2.0	0.0
1299	Fish And Games Comm Fund 0033										
Total - Clerk-Board of Supervisors								31.0	31.0	32.0	1.0

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					3.0	4.0	4.0	1.0
		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					0.0	1.0	1.0	1.0
		B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst					1.0	1.0	2.0	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	2.0	2.0	0.0
		B3P	Program Mgr I					0.0	1.0	1.0	1.0
		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
		B80	Accountant Auditor Appraiser					1.0	1.0	1.0	0.0
		B96	Dept Fiscal Officer					1.0	1.0	1.0	0.0
		C08	Sr Executive Assistant					4.0	4.0	4.0	0.0
		C60	Admin Assistant					1.0	0.0	0.0	-1.0
		C98	Public Communication Spec					2.0	2.0	2.0	0.0
		D09	Office Specialist III					2.0	1.0	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
		N08	Asset Development Manager					1.0	1.0	1.0	0.0
		Q03	Program Mgr I-U					1.0	0.0	0.0	-1.0
		Q19	Legislative Representative-U					1.0	1.0	1.0	0.0
		W1P	Mgmt Analyst-U					2.0	2.0	2.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	W1R	Assoc Mgmt Analyst B-U	1.0	1.0	1.0	0.0				
	W44	Secretary to County Exec-U	1.0	1.0	1.0	0.0				
	W45	Secretary Chief Op Officer	1.0	1.0	1.0	0.0				
	X12	Office Specialist III-ACE	0.0	1.0	1.0	1.0				
	X19	Admin Assistant-ACE	0.0	1.0	1.0	1.0				
	Z01	Deputy County Executive - U	2.0	1.0	1.0	-1.0				
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	4.0	5.0	0.0				
	C64	Budget & Public Policy Analyst	6.0	7.0	9.0	3.0				
	C92	Budget Operations Manager	1.0	1.0	1.0	0.0				
1330	Veterans' Services - Fund 0001									
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D1H	Dir, Office of Veterans' Affrs	1.0	1.0	1.0	0.0				
	X71	Veteran Services Rep II	4.0	1.0	1.0	-3.0				
	X72	Veteran Services Rep I	0.0	3.0	3.0	3.0				
2530	Office Of Emergency Svcs Fund 0001									
	B06	Sr Emergency Planning Coord	2.0	3.0	3.0	1.0				
	B10	Emergency Planning Coord	1.0	0.0	0.0	-1.0				
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	1.0	1.0	1.0	0.0				
	B6E	Dir of Emergency Preparedness	1.0	0.0	0.0	-1.0				
	C29	Exec Assistant I	1.0	1.0	1.0	0.0				
	D97	Account Clerk II	0.5	0.5	0.5	0.0				
	L23	Emergency 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				
	U38	Admin Assistant-U	1.0	1.0	1.0	0.0				
	W1P	Mgmt Analyst-U	3.0	3.0	3.0	0.0				
2535	AB109-Resource Services - Fund 0001									
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	1.0	2.0	2.0	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	0.0	1.0	1.0	1.0				
	Q07	Program Mgr II-U	1.0	0.0	0.0	-1.0				
2536	Reentry-Resource Services- Fund 0001									
	B3N	Program Mgr II	0.0	1.0	1.0	1.0				
5700	Human Relations Fund 0001									
	B14	Human Relations Coord III	3.0	3.0	3.0	0.0				
	B16	Human Relations Coord II	2.0	2.0	2.0	0.0				
	B17	Human Relations Mgr	1.0	1.0	1.0	0.0				
	B4P	Ombudsperson Prg Coordinator	1.0	1.0	1.0	0.0				
	E03	Dispute Resolution Prg Cord	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		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								89.5	91.5	95.5	6.0
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
		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
		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
		D51	Office Specialist I					1.0	1.0	1.0	0.0
		D82	Appraisal Data Coordinator					4.0	4.0	4.0	0.0
		X09	Sr Office Specialist					1.0	1.0	1.0	0.0
	1152	Assessor-Exemptions Fund 0001									
		C61	Exemption Manager					1.0	1.0	1.0	0.0
		C62	Exemption Investigator					2.0	2.0	2.0	0.0
		D83	Sr Assessment Clerk					5.0	4.0	4.0	-1.0
		D86	Supv Assessment Clerk					1.0	1.0	1.0	0.0
	1153	Assessor-Services Fund 0001									
		C4C	Assist Chief Assessmt Sse Div					1.0	1.0	1.0	0.0
		C65	Property Transfer Examiner					11.0	11.0	12.0	1.0
		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					10.0	11.0	11.0	1.0
		D86	Supv Assessment Clerk					2.0	2.0	2.0	0.0
		D88	Assessment Clerk					1.0	1.0	1.0	0.0
		D92	Property & Title ID Technician					6.0	6.0	5.0	-1.0
		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



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	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									
	C44	Chief Appraiser	1.0	1.0	1.0	0.0				
	C45	Supv Appraiser	6.0	6.0	6.0	0.0				
	C46	Asst Chief Appraiser	1.0	1.0	1.0	0.0				
	C47	Sr Appraiser	35.0	36.0	36.0	1.0				
	C50	Appraiser II	25.0	22.0	22.0	-3.0				
	C51	Appraiser I	6.0	9.0	9.0	3.0				
	C52	Appraisal Aide	4.0	4.0	4.0	0.0				
	C54	Supv Auditor-Appraiser	1.0	1.0	1.0	0.0				
	C57	Sr 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	4.0	4.0	4.0	0.0				
	D82	Appraisal Data Coordinator	1.0	1.0	1.0	0.0				
	D88	Assessment Clerk	4.0	4.0	4.0	0.0				
	T40	Appraiser III	8.0	8.0	8.0	0.0				
1155	Personal Property Fund 0001									
	B79	Auditor-Appraiser	15.0	13.0	13.0	-2.0				
	B80	Accountant Auditor Appraiser	3.0	3.0	3.0	0.0				
	C45	Supv Appraiser	1.0	1.0	1.0	0.0				
	C54	Supv Auditor-Appraiser	5.0	5.0	5.0	0.0				
	C55	Chief Auditor-Appraiser	1.0	1.0	1.0	0.0				
	C56	Asst Chief Auditor Appraiser	1.0	1.0	1.0	0.0				
	C57	Sr Auditor Appraiser	21.0	23.0	23.0	2.0				
	D09	Office Specialist III	2.0	2.0	2.0	0.0				
	D34	Supv Clerk	1.0	1.0	1.0	0.0				
	D49	Office Specialist II	3.0	3.0	3.0	0.0				
	D82	Appraisal Data Coordinator	2.0	2.0	2.0	0.0				
	D88	Assessment Clerk	7.0	7.0	7.0	0.0				
	D96	Accountant Assistant	4.0	4.0	4.0	0.0				
	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	0.0	2.0	2.0	2.0				
	D49	Office Specialist II	0.0	1.0	1.0	1.0				
	G12	Information Systems Mgr II	0.0	3.0	4.0	4.0				
	G14	Information Systems Mgr I	1.0	2.0	2.0	1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions	2015	Amount	
								Approved	Adjusted	Recommended	Change
											from 2014
								Approved	Adjusted	Recommended	Approved
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001										
Total - Assessor								256.0	263.0	264.0	8.0
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	1.0	0.0		
	B3N	Program Mgr II				2.0	2.0	3.0	1.0		
	C20	Asst Dir of Procurement				0.0	0.0	1.0	1.0		
	C31	Buyer III				9.0	8.0	12.0	3.0		
	C32	Buyer II				1.0	2.0	2.0	1.0		
	C35	Buyer Assistant				0.0	0.0	1.0	1.0		
	D49	Office Specialist II				1.0	1.0	1.0	0.0		
	G11	Information Systems Mgr III				0.0	0.0	1.0	1.0		
	G14	Information Systems Mgr I				0.0	0.0	1.0	1.0		
	G28	Info Systems Analyst II				0.0	0.0	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	0.0	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				10.0	10.0	15.0	5.0		
	W1N	Sr Mgmt Analyst-U				0.0	0.0	1.0	1.0		
	X17	Exec Assistant I-ACE				1.0	1.0	1.0	0.0		
Total - Procurement								32.0	32.0	49.0	17.0
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				8.0	7.0	7.0	-1.0		
	D74	Legal Secretary Trainee				1.0	0.0	0.0	-1.0		
	D7D	Legal Secretary II-ACE				4.0	5.0	5.0	1.0		



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	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	0.0	0.0	1.0	1.0				
	G28	Info Systems Analyst II	1.0	1.0	1.0	0.0				
	G51	Info Systems Tech I	1.0	1.0	1.0	0.0				
	Q76	Attorney IV-County Counsel-U	0.0	0.0	0.5	0.5				
	Q82	Attorney I-County Counsel-U	2.0	2.0	2.0	0.0				
	U27	Attorney IV-County Counsel	35.5	36.5	36.5	1.0				
	U28	Attorney III-County Counsel	4.0	1.0	1.0	-3.0				
	U31	Attorney II-County Counsel	0.0	1.0	1.0	1.0				
	U39	Special Asst County Counsel-U	1.0	1.0	1.0	0.0				
	V73	Sr Paralegal	10.0	10.0	11.0	1.0				
	V74	Paralegal	1.0	0.0	0.0	-1.0				
	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	5.5	6.5	6.5	1.0				
	D7D	Legal Secretary II-ACE	1.0	1.0	1.0	0.0				
	U27	Attorney IV-County Counsel	18.0	19.0	19.0	1.0				
	U28	Attorney III-County Counsel	0.0	1.0	1.0	1.0				
	U31	Attorney II-County Counsel	1.0	0.0	0.0	-1.0				
	V73	Sr Paralegal	8.0	10.0	10.0	2.0				
	V74	Paralegal	1.0	0.0	0.0	-1.0				
	V82	Supv Paralegal	2.0	2.0	2.0	0.0				
Total - County Counsel			133.0	133.0	135.5	2.5				
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	1.0	1.0	0.0				
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
	B77	Accountant III	1.0	1.0	1.0	0.0				
	B78	Accountant II	1.0	0.0	0.0	-1.0				
	B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	2.0	2.0	3.0	1.0				
	D49	Office Specialist II	1.0	0.0	0.0	-1.0				
	D96	Accountant Assistant	1.0	1.0	1.0	0.0				
	G12	Information Systems Mgr II	1.0	1.0	1.0	0.0				
	G71	Precinct Planning Specialist	1.0	1.0	1.0	0.0				
	G7D	Election Systems Technician II	2.0	2.0	3.0	1.0				
	G86	Election Services Coord	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
						G90	Election Division Coord	8.0	8.0	8.0	0.0
						G97	Election Specialist	8.0	12.0	13.0	5.0
						X09	Sr Office Specialist	5.0	2.0	4.0	-1.0
						X17	Exec Assistant I-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	1.0	3.0	3.0	2.0
						X09	Sr Office Specialist	2.0	0.0	0.0	-2.0
Total - Registrar Of Voters								44.0	44.0	49.0	5.0

0145 Information Services

014501					Information Services Fund 0001						
						A6E	Director of IT Operations	0.0	1.0	0.0	0.0
						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
						G5F	Software Engineer III	1.0	1.0	1.0	0.0
						G85	Sr Business Info Tech Consult	2.0	2.0	2.0	0.0
014502					Messenger Driver - Records Ret Fund 0001						
						E28	Messenger Driver	3.0	3.0	3.0	0.0
						E30	Mail Room Supervisor	1.0	1.0	1.0	0.0
						G81	Storekeeper	1.0	1.0	1.0	0.0
014574					Information Services Fund 0074						
						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
						A6A	Sr Financial Analyst	0.0	0.0	1.0	1.0
						A6B	Financial Analyst II	1.0	0.0	0.0	-1.0
						A6E	Director of IT Operations	0.0	0.0	1.0	1.0
						B1R	Assoc Mgmt Analyst B	1.0	1.0	2.0	1.0
						B2M	Sr Data Base Administrator	6.0	6.0	6.0	0.0
						B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
						B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0
						B2U	Data Base Administrator	1.0	1.0	1.0	0.0
						B76	Sr Accountant	1.0	1.0	1.0	0.0
						B78	Accountant II	1.0	2.0	2.0	1.0
						B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
						D09	Office Specialist III	3.0	3.0	3.0	0.0
						D61	Sr DP Equipment Operator	1.0	1.0	1.0	0.0
						D96	Accountant Assistant	1.0	2.0	2.0	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	0.0	1.0	1.0	1.0
						F68	Enterprise ITPS Manager	1.0	1.0	1.0	0.0
						G02	Asst Tech Planning & Ctl Mgr	1.0	1.0	1.0	0.0
						G03	Customer Support Services Mgr	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		G04	Systems & Program Mgr	1.0	1.0	1.0	0.0				
		G05	Asst Supv Program Analyst	6.0	7.0	7.0	1.0				
		G07	Sr Programming Analyst	9.0	8.0	8.0	-1.0				
		G0A	Enterprise Content Manager	1.0	1.0	1.0	0.0				
		G12	Information Systems Mgr II	0.0	2.0	2.0	2.0				
		G14	Information Systems Mgr I	0.0	0.0	1.0	1.0				
		G1A	Sr Call Center Coordinator	1.0	1.0	1.0	0.0				
		G1P	Business Info Tech Consultant	2.0	4.0	4.0	2.0				
		G1Q	Business IT Consultant-U	1.0	1.0	1.0	0.0				
		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	11.0	10.0	10.0	-1.0				
		G28	Info Systems Analyst II	0.0	2.0	7.0	7.0				
		G31	Network Designer	1.0	1.0	1.0	0.0				
		G38	Info Systems Tech III	1.0	2.0	2.0	1.0				
		G3A	Sr Info Technology Project Mgr	4.0	4.0	4.0	0.0				
		G44	County Networks Manager	1.0	1.0	1.0	0.0				
		G45	Sr Network Engineer	0.0	0.0	1.0	1.0				
		G46	Network Engineer	4.0	4.0	4.0	0.0				
		G49	IT Planner/Architect	8.0	7.0	7.0	-1.0				
		G4E	Info Tech Security Engineer	1.0	1.0	4.0	3.0				
		G4M	Web Technician	2.0	2.0	2.0	0.0				
		G4N	Web Designer	1.0	3.0	3.0	2.0				
		G50	Info Systems Tech II	5.0	8.0	8.0	3.0				
		G54	Project Support Svcs Manager	1.0	1.0	1.0	0.0				
		G5E	Software Engineer IV	15.0	15.0	15.0	0.0				
		G5F	Software Engineer III	20.0	19.0	21.0	1.0				
		G5H	Software Engineer I	0.0	1.0	1.0	1.0				
		G5J	Information Tech Proj Mgr-U	0.0	1.0	1.0	1.0				
		G5L	Software Engineer III-U	1.0	2.0	2.0	1.0				
		G5N	Software Engineer I-U	0.0	1.0	1.0	1.0				
		G60	Network Engineer Associate	1.0	1.0	1.0	0.0				
		G67	Local Area Network Specialist	6.0	4.0	4.0	-2.0				
		G6T	Systems Software Engineer II	5.0	7.0	7.0	2.0				
		G75	Asst Customer Support Serv Mgr	1.0	1.0	1.0	0.0				
		G7F	Application Joint Appl Dev Spc	4.0	3.0	3.0	-1.0				
		G85	Sr Business Info Tech Consult	10.0	9.0	12.0	2.0				
		G89	Call Center Coordinator	3.0	2.0	2.0	-1.0				
		G8D	Cty Info Tech Security Officer	1.0	1.0	0.0	-1.0				
		G8E	County IT Proj Portfolio Mgr	1.0	1.0	1.0	0.0				
		K13	Assoc Telecommunications Tech	1.0	0.0	0.0	-1.0				
		K16	Telecommunications Engineer	1.0	1.0	1.0	0.0				
		K18	Sr Telecommunications Tech	1.0	1.0	1.0	0.0				
		K35	Local Area Network Analyst II	10.0	7.0	7.0	-3.0				
		K3A	Local Area Ntwk Analyst II-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		2014 Positions		2015	Amount Change from 2014
						Approved	Adjusted	Recommended	Approved		
		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	6.0	7.0	7.0	1.0				
		Q70	Sr Business IT Consultant-U	8.0	4.0	4.0	-4.0				
		U02	Info Systems Tech II-U	0.0	5.0	5.0	5.0				
		V65	SSA Applctn Dec Supp Mgr	0.0	0.0	1.0	1.0				
		W20	SSA Info Technology Spec	0.0	0.0	2.0	2.0				
		W23	Info Systems Analyst II-U	0.0	3.0	3.0	3.0				
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
014577	Printing Operations Fund 0077										
		B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		E87	Sr Account Clerk	1.0	0.0	0.0	-1.0				
		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	1.0	1.0	0.0				
Total - Information Services				215.0	230.0	249.0	34.0				
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				
		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				
		G87	Chief Communications Disp	1.0	1.0	1.0	0.0				
		G91	Supv Communications Dispatcher	5.0	5.0	5.0	0.0				
		G92	Sr Communications Dispatcher	9.0	9.0	9.0	0.0				
		G93	Communications Dispatcher II	32.5	30.5	30.5	-2.0				
		G94	Communications Dispatcher I	13.0	8.5	8.5	-4.5				
		G9A	Communications Dispatcher III	32.5	39.0	39.0	6.5				
		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				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D97	Account Clerk II	1.0	1.0	1.0	0.0				
		G38	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				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	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				
Total - Communications Department			112.0	112.0	112.0	0.0				
0263	Facilities Department									
2309	FAC Utilities Fund 0001									
	B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
	D97	Account Clerk II	1.0	1.0	1.0	0.0				
	L47	Utility Program Analyst	1.0	1.0	1.0	0.0				
	L48	Utilities 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	0.0	0.0	1.0	1.0				
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	B76	Sr Accountant	2.0	2.0	2.0	0.0				
	B78	Accountant II	1.0	0.0	0.0	-1.0				
	B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	0.0	0.0	-1.0				
	D09	Office Specialist III	0.0	1.0	1.0	1.0				
	D94	Supv Account Clerk II	1.0	1.0	1.0	0.0				
	D96	Accountant Assistant	4.0	4.0	4.0	0.0				
	D97	Account Clerk II	7.0	7.0	7.0	0.0				
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
	G28	Info Systems Analyst II	1.0	1.0	1.0	0.0				
	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				
	X15	Exec Assistant II-ACE	1.0	0.0	0.0	-1.0				
	X17	Exec Assistant I-ACE	0.0	1.0	1.0	1.0				
026302	Capital Programs Division									
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
	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	9.0	9.0	0.0				
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
026303	Property Management Fund 0001									
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
	C73	Assoc Real Estate Agent	1.0	1.0	2.0	1.0				
	L34	Sr Facilities Engineer	0.0	1.0	1.0	1.0				
	Z78	Manager Of Real Estate Assets	1.0	1.0	1.0	0.0				
026304	Building Operations-Fund 0001									
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		B5M	Maintenance Project Manager	3.0	3.0	3.0	0.0				
		G29	Info Systems Analyst I	1.0	1.0	1.0	0.0				
		G38	Info Systems Tech III	2.0	1.0	1.0	-1.0				
		G50	Info Systems Tech II	0.0	1.0	1.0	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				
		L34	Sr Facilities Engineer	1.0	0.0	0.0	-1.0				
		M05	Building Operations Supv	3.0	2.0	2.0	-1.0				
		M10	Work Center Manager	5.0	6.0	6.0	1.0				
		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	6.0	5.0	5.0	-1.0				
		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	0.0	1.0	1.0	1.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
Total - Facilities Department								219.0	219.0	221.0	2.0

0135 Fleet Services

2321	Fleet Operating Fund 0070										
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0					
	D49	Office Specialist II	0.0	1.0	1.0	1.0					
	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	6.0	5.0	5.0	-1.0					
	M26	Fleet Parts Coordinator	4.0	4.0	4.0	0.0					
	M28	Emergency Vehicle Equip Instlr	3.0	3.0	3.0	0.0					



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
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				
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	0.0	0.0	0.5	0.5				
C98	Public Communication Spec	0.5	0.5	0.5	0.0				
D5D	Human Resources Asst II	2.0	1.0	1.0	-1.0				
D6D	Human Resources Asst I	0.0	1.0	0.0	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	1.5	2.0	2.0	0.5				
E41	Library Assistant I	0.5	0.0	0.0	-0.5				
E4J	Elec Resources Librarian II	1.0	1.0	1.0	0.0				
E4K	Manager, Virtual Library	1.0	1.0	1.0	0.0				
E54	Library Clerk II	0.5	0.5	0.5	0.0				
G77	Warehouse Materials Handler	2.0	2.0	2.0	0.0				
G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
G82	Stock Clerk	1.0	1.0	1.0	0.0				
H18	Janitor	0.8	0.8	1.3	0.6				
J41	Library Services Manager	2.0	2.0	2.0	0.0				
J46	Graphic Designer I	0.5	0.5	0.5	0.0				
J54	Deputy County Librarian	2.0	2.0	2.0	0.0				
J62	Supervising Librarian	0.0	0.0	1.0	1.0				
J63	Librarian II	4.0	4.0	3.0	-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	5.5	0.0				
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	2.5	0.0				
E39	Sr Library Clerk	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		E40	Library Assistant II	0.5	0.5	0.5	0.0				
		E54	Library Clerk II	3.0	2.5	2.5	-0.5				
		E55	Library Clerk I	0.0	0.5	0.5	0.5				
		H18	Janitor	1.0	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	4.0	4.5	4.5	0.5				
		E39	Sr Library Clerk	2.5	2.5	2.5	0.0				
		E54	Library Clerk II	6.5	6.5	6.5	0.0				
		E55	Library Clerk I	0.5	0.0	0.0	-0.5				
		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	7.0	7.5	7.5	0.5				
		J64	Librarian I	1.0	0.5	0.5	-0.5				
5567	Saratoga Comm Library Fund 0025										
		E16	Library Page	2.0	2.0	2.0	0.0				
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
		E40	Library Assistant II	1.0	1.0	1.0	0.0				
		E54	Library Clerk II	2.5	3.0	3.0	0.5				
		E55	Library Clerk I	0.5	0.0	0.0	-0.5				
		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	3.0	2.5	2.5	-0.5				
		J64	Librarian I	1.0	1.5	1.5	0.5				
5571	Milpitas Comm Library Fund 0025										
		E16	Library Page	3.0	3.0	3.0	0.0				
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
		E54	Library Clerk II	7.5	7.5	7.5	0.0				
		H18	Janitor	2.0	2.0	2.0	0.0				
		J55	Community 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	2.0	1.5	1.5	-0.5				
		E55	Library Clerk I	0.5	1.0	1.0	0.5				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		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	3.0	3.5	3.5	0.5		
		J64	Librarian I	0.5	0.0	0.0	-0.5		
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	0.5	0.5	0.0		
		E54	Library Clerk II	3.5	3.0	3.0	-0.5		
		E55	Library Clerk I	0.0	0.5	0.5	0.5		
		H18	Janitor	1.0	1.0	1.0	0.0		
		J55	Community 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		
		J64	Librarian I	1.0	0.0	0.0	-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	2.0	2.5	2.5	0.5		
		E41	Library Assistant I	0.5	0.0	0.0	-0.5		
		E54	Library Clerk II	1.5	1.5	1.5	0.0		
		E55	Library Clerk I	0.5	0.5	0.5	0.0		
		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	0.0	1.0	1.0	1.0		
		J5A	Circulation Systems Supervisor	1.0	1.0	1.0	0.0		
		J62	Supervising Librarian	0.0	0.0	1.0	1.0		
		J63	Librarian II	1.5	1.5	0.5	-1.0		
5586	Literacy Program Fund 0025								
		J4A	Literacy Program Specialist	2.5	2.5	2.5	0.0		
Total - County Library Headquarters				203.8	204.8	204.8	1.1		
Total - Legislative And Executive				1,430.3	1,455.3	1,506.8	76.5		

Employee Services Agency

0130 Employee Services Agency

1116	Human Resources -SSA - Fund 0001							
		B1E	Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
		B2A	Equal Opportunity Analyst II	1.0	1.0	1.0	0.0	
		B3M	Program Mgr II-ACE	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		B3P	Program Mgr I					1.0	1.0	1.0	0.0
		C11	Equal Opportunity Officer					1.0	1.0	1.0	0.0
		D09	Office Specialist III					1.0	0.0	0.0	-1.0
		D5D	Human Resources Asst II					8.0	7.0	7.0	-1.0
		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
		H15	Sr Human Resources Analyst					1.0	1.0	1.0	0.0
		H16	Human Resources Analyst					3.0	3.0	3.0	0.0
		X12	Office Specialist III-ACE					3.0	4.0	4.0	1.0
		X19	Admin Assistant-ACE					1.0	1.0	1.0	0.0
1126	Equal Opportunity - Fund 0001										
		B24	Equal Opportunity Assistant					1.0	0.0	0.0	-1.0
		B25	Equal Opportunity Division Mgr					1.0	1.0	1.0	0.0
		B32	Coord Of Programs For Disabled					1.0	1.0	1.0	0.0
		C11	Equal Opportunity Officer					4.0	4.0	4.0	0.0
		X17	Exec Assistant I-ACE					0.0	1.0	1.0	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					0.0	1.0	1.0	1.0
		B2Z	Admin Support Officer III-ACE					1.0	0.0	0.0	-1.0
		C11	Equal Opportunity Officer					3.0	2.0	2.0	-1.0
		C7A	Office Mgmt Coord-ACE					1.0	1.0	1.0	0.0
		D49	Office Specialist II					3.0	3.0	3.0	0.0
		D5D	Human Resources Asst II					15.0	16.0	17.0	2.0
		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
		H15	Sr Human Resources Analyst					2.0	2.0	2.0	0.0
		H16	Human Resources Analyst					7.0	6.0	7.0	0.0
		S80	Admin Nurse II					0.6	0.6	0.6	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
1140	Labor Relation-Fund 0001										
		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	1.0	1.0	0.0
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
1141	Agency Administration - Fund 0001										
		A10	Deputy County Executive					1.0	1.0	1.0	0.0
		A1Q	Financial & Adm Serv Mgr					1.0	1.0	1.0	0.0
		B2Z	Admin Support Officer III-ACE					0.0	1.0	1.0	1.0
		B7B	Accountant II-ACE					2.0	2.0	3.0	1.0
		B7C	Sr Accountant-ACE					1.0	1.0	1.0	0.0
		B8A	Accountant Auditor Appr-ACE					0.0	1.0	1.0	1.0
		B9A	Dept Fiscal Officer-ACE					1.0	1.0	1.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	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	2.0	1.0	1.0	-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	0.8	0.0				
	P02	Employee Relations Analyst	2.0	2.0	2.0	0.0				
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				
	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				
	V94	Workers Comp Claims Adj I	1.0	1.0	1.0	0.0				
	V95	Claims Technician	7.0	7.0	7.0	0.0				
	X12	Office Specialist III-ACE	4.0	4.0	5.0	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				
	B1G	Mgmt Anal Prog Mgr II-ACE	1.0	0.0	0.0	-1.0				
	D5D	Human Resources Asst II	5.0	7.0	7.0	2.0				
	D67	Human Resources Support Sup	1.0	1.0	1.0	0.0				
	D6D	Human Resources Asst I	4.0	2.0	2.0	-2.0				
	H1B	Employee Benefits Program Mgr	0.0	1.0	1.0	1.0				
	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	0.0	3.0	3.0	3.0				
	B1C	Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0	0.0				
	D5D	Human Resources Asst II	5.0	5.0	6.0	1.0				
	D67	Human Resources Support Sup	1.0	1.0	1.0	0.0				
	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	11.0	9.0	12.0	1.0				
	X13	Office Specialist II-ACE	0.0	1.0	1.0	1.0				
	X14	Office Specialist I-ACE	1.0	0.0	0.0	-1.0				
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
1163	Learning & Employee Development - Fund 0001									



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		B1P	Mgmt Analyst					0.0	0.0	1.0	1.0
		B23	Sr Training & Staff Developmnt					1.0	2.0	2.0	1.0
		B2E	Training & Staff Dev Spec					4.0	2.0	2.0	-2.0
		B2X	Assoc Trng & Staff Dev Spec I					0.0	1.0	1.0	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								191.3	191.3	200.3	9.0
Total - Employee Services Agency								191.3	191.3	200.3	9.0

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
		A1Q	Financial & Adm Serv Mgr					1.0	1.0	1.0	0.0
		A6A	Sr Financial Analyst					1.0	1.0	1.0	0.0
		B1M	Bond And Investment Analyst					1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst					2.0	2.0	2.0	0.0
		B1P	Mgmt Analyst					4.0	3.0	3.0	-1.0
		B1R	Assoc Mgmt Analyst B					1.0	2.0	2.0	1.0
		B21	Supv Internal Auditor					1.0	1.0	1.0	0.0
		B28	Internal Auditor III					1.0	0.0	0.0	-1.0
		B31	Sr Internal Auditor					4.0	6.0	6.0	2.0
		B4B	Internal Audit Manager					1.0	1.0	1.0	0.0
		B55	Controller-Treasurer Div Mgr					4.0	4.0	4.0	0.0
		B6A	Fixed Income Portfolio Manager					2.0	2.0	2.0	0.0
		B74	Fiscal Services Mgr					1.0	1.0	1.0	0.0
		B76	Sr Accountant					8.0	6.0	7.0	-1.0
		B77	Accountant III					12.0	15.0	16.0	4.0
		B78	Accountant II					2.0	2.0	2.0	0.0
		B7J	Payroll Manager					1.0	1.0	1.0	0.0
		B7U	General Accounting Mgr					1.0	1.0	1.0	0.0
		B80	Accountant Auditor Appraiser					7.0	5.0	5.0	-2.0
		B84	Investment Officer					1.0	1.0	1.0	0.0
		B8D	Debt Management Officer					1.0	1.0	1.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B8E	Property Tax Manager	1.0	1.0	1.0	0.0				
C86	Payroll Services Clerk	6.0	5.0	5.0	-1.0				
D09	Office Specialist III	1.0	1.0	2.0	1.0				
D95	Supv Account Clerk I	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	1.0	2.0	2.0	1.0				
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				
K17	Securities Analyst	1.0	1.0	1.0	0.0				
Q72	Sr Accountant-U	0.0	0.0	1.0	1.0				
T39	Treasury Coordinator	1.0	0.0	0.0	-1.0				
W1R	Assoc Mgmt Analyst B-U	0.0	1.0	1.0	1.0				
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
2116	Accounting System & Procurement Proj Fun-Fund 0001								
B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0				
B1P	Mgmt Analyst	0.0	1.0	1.0	1.0				
B76	Sr Accountant	4.0	3.0	3.0	-1.0				
B77	Accountant III	0.0	1.0	1.0	1.0				
G11	Information Systems Mgr III	2.0	2.0	2.0	0.0				
G12	Information Systems Mgr II	2.0	2.0	3.0	1.0				
G14	Information Systems Mgr I	1.0	1.0	3.0	2.0				
2180	Property Tax Div & Tax Roll Contrl - Fund 0001								
B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0				
C77	Tax Roll Mgr	0.0	0.0	1.0	1.0				
D95	Supv Account Clerk I	0.0	0.0	2.0	2.0				
D97	Account Clerk II	0.0	0.0	4.0	4.0				
E87	Sr Account Clerk	0.0	0.0	7.0	7.0				
Q10	Account Clerk II-U	0.0	0.0	1.0	1.0				
Q11	Account Clerk I-U	0.0	0.0	2.0	2.0				
Total - Controller-Treasurer		86.0	87.0	112.0	26.0				
0112	Tax Collector								
2212	Tax Collector Fund 0001								
A23	Tax Collector	1.0	1.0	1.0	0.0				
B1N	Sr Mgmt Analyst	1.0	0.0	0.0	-1.0				
B1R	Assoc Mgmt Analyst B	0.0	1.0	0.0	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	1.0	2.0	2.0	1.0				
C77	Tax Roll Mgr	1.0	1.0	0.0	-1.0				
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	0.0	1.0	1.0	1.0				
D09	Office Specialist III	9.0	9.0	9.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
						D81	Cashier	2.0	2.0	2.0	0.0
						D94	Supv Account Clerk II	3.0	3.0	3.0	0.0
						D95	Supv Account Clerk I	2.0	2.0	0.0	-2.0
						D96	Accountant Assistant	5.0	5.0	5.0	0.0
						D97	Account Clerk II	13.0	11.0	6.0	-7.0
						D98	Account Clerk I	0.0	4.0	1.0	1.0
						E87	Sr Account Clerk	6.0	6.0	2.0	-4.0
						G11	Information Systems Mgr III	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	2.0	2.0	2.0	0.0
						G28	Info Systems Analyst II	1.0	1.0	1.0	0.0
						Q10	Account Clerk II-U	2.0	1.0	1.0	-1.0
						Q11	Account Clerk I-U	2.0	3.0	0.0	-2.0
						V32	Supv Revenue Collections Ofc	0.0	0.0	1.0	1.0
						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
						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	0.0	0.0	1.0	1.0
						G11	Information Systems Mgr III	1.0	1.0	2.0	1.0
						G12	Information Systems Mgr II	1.0	1.0	1.0	0.0
Total - Tax Collector								69.0	73.0	57.0	-12.0

0114 County Recorder

011401 County Recorder		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014
				Approved	Adjusted	Recommended	Approved
		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	0.0	1.0	1.0	1.0
		B1P	Mgmt Analyst	1.0	0.0	0.0	-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
		B78	Accountant II	0.0	1.0	1.0	1.0
		B80	Accountant Auditor Appraiser	1.0	0.0	0.0	-1.0
		C43	Vital Records Supervisor II	1.0	1.0	1.0	0.0
		C4A	Vital Records Supervisor I	1.0	1.0	1.0	0.0
		D58	Recordable Documents Indexer	6.0	6.0	6.0	0.0
		D96	Accountant Assistant	1.0	1.0	1.0	0.0
		D97	Account Clerk II	1.0	1.0	1.0	0.0
		F04	Recording 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	14.0	14.0	0.0
		F56	Clerk-Recorder Office Spc II	15.0	15.0	17.0	2.0
		F5C	Clerk-Recorder Office Spec II-U	1.0	1.0	1.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		2014 Positions		2015	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2014
				Approved	Adjusted	Recommended	Approved
		G11	Information Systems Mgr III	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	2.0	3.0	3.0	1.0
		Q33	Information Systems Mgr I-U	2.0	0.0	0.0	-2.0
		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	5.0	5.0	0.0
		F56	Clerk-Recorder Office Spc II	2.0	2.0	2.0	0.0
Total - County Recorder				69.0	68.0	70.0	1.0
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
		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	4.0	1.0	1.0	-3.0
		D81	Cashier	6.0	6.0	6.0	0.0
		D94	Supv Account Clerk II	1.0	2.0	2.0	1.0
		D95	Supv Account Clerk I	1.0	0.0	0.0	-1.0
		D97	Account Clerk II	7.0	7.0	7.0	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	35.0	38.0	38.0	3.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
Total - Department of Revenue				88.0	88.0	88.0	0.0
Total - Finance				312.0	316.0	327.0	15.0
Total - Finance and Government				1,933.6	1,962.6	2,034.1	100.5



Public Safety and Justice

Agency Name	Budget Unit Number and Name	Cost Center Number and Name	Job Class Code and Title	2014 Positions		2015	Amount Change from 2014
				Approved	Adjusted	Recommended	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	41.0	41.0	0.0	
	V68	Criminalist II	1.0	0.0	0.0	-1.0	
	V69	Criminalist I	0.0	2.0	2.0	2.0	
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	1.0	1.0	-1.0	
	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	1.0	2.0	2.0	1.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	B7Q	Public Comm Officer - DA	0.0	1.0	1.0	1.0	
	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	
	D05	Supv Legal Clerk	3.0	4.0	4.0	1.0	
	D09	Office Specialist III	5.0	9.0	9.0	4.0	
	D11	Transcriptionist	5.0	5.0	5.0	0.0	
	D49	Office Specialist II	5.0	3.0	3.0	-2.0	
	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	15.0	17.0	17.0	2.0	
	D70	Legal Secretary I	5.0	4.0	4.0	-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			Amount Change from 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D96 Accountant Assistant	1.0	0.0	0.0		-1.0
	D97 Account Clerk II	2.0	2.0	2.0		0.0
	E07 Community Worker	2.0	2.0	2.0		0.0
	F02 Property/Evidence Technician	1.0	1.0	1.0		0.0
	F07 Legal Process Officer	5.0	5.0	5.0		0.0
	F14 Legal Clerk	41.0	41.0	41.0		0.0
	F37 Justice System Clerk II	5.0	5.0	5.0		0.0
	F38 Justice System Clerk I	31.0	33.0	33.0		2.0
	G12 Information Systems Mgr II	1.0	1.0	1.0		0.0
	G81 Storekeeper	2.0	2.0	2.0		0.0
	H17 Utility Worker	1.0	1.0	1.0		0.0
	J44 Investigative Graphic/Media Sp	1.0	1.0	1.0		0.0
	M20 Facilities Maintenance Rep	1.0	1.0	1.0		0.0
	M3A Records Retention Driver	2.0	2.0	2.0		0.0
	Q43 Legal Clerk Trainee-U	1.0	0.0	0.0		-1.0
	V22 Consumer Affairs Invest II	1.0	1.0	1.0		0.0
	V23 Consumer Affairs Coord	1.0	1.0	1.0		0.0
	W51 Confidential Secretary - U	1.0	1.0	1.0		0.0
	X09 Sr Office Specialist	1.0	1.0	1.0		0.0
	Z60 Asst District Attorney-U	1.0	1.0	1.0		0.0
3833	Paralegal Services Fund 0001					
	V73 Sr Paralegal	30.5	31.0	31.0		0.5
	V74 Paralegal	0.0	0.5	0.5		0.5
	V82 Supv Paralegal	1.0	1.0	1.0		0.0
	W03 Paralegal-U	2.0	0.0	0.0		-2.0
3834	Legal Spt Svcs Fund 0001					
	V71 Chief Investigator Dist Atty	1.0	1.0	1.0		0.0
	V75 Criminal Investigator III	6.0	6.0	6.0		0.0
	V76 Criminal Investigator II	67.0	69.0	70.0		3.0
	V77 Criminal Investigator I	0.0	1.0	1.0		1.0
	V7A Asst Chief Investigator, Da	1.0	1.0	1.0		0.0
	V7F Forensic Accountant	1.0	1.0	1.0		0.0
3835	Welfare Fraud Investigations Fund 0001					
	V76 Criminal Investigator II	2.0	0.0	0.0		-2.0
3836	Attorneys Fund 0001					
	F14 Legal Clerk	1.0	1.0	1.0		0.0
	U20 Attorney IV-District Attorney	132.0	134.0	136.0		4.0
	U21 Attorney III-District Attorney	25.0	19.0	19.0		-6.0
	U24 Attorney II-District Attorney	16.0	21.0	21.0		5.0
	W32 Attorney IV-District Atty-U	1.0	1.0	1.0		0.0
	W35 Attorney I-District Attorney-U	1.0	0.0	0.0		-1.0
3840	Real Estate Fraud - Fund 0001					
	B1P Mgmt Analyst	0.0	0.0	1.0		1.0
3841	Regional Auto Theft Task Force-Fund 0001					
Total - District Attorney Department		516.5	523.5	527.5		11.0



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions	2015	Amount
								Approved	Recommended	Change
								Adjusted		from 2014
									Approved	Approved
0204	Public Defender									
		3500	Public Defender Fund 0001							
			A93	Public Defender-U		1.0	1.0	1.0	1.0	0.0
			A94	Asst Public Defender		2.0	2.0	2.0	2.0	0.0
			A95	Assistant Public Defender - U		1.0	1.0	1.0	1.0	0.0
			B1N	Sr Mgmt Analyst		1.0	1.0	1.0	1.0	0.0
			B2K	Admin Serv Mgr III-2D		1.0	1.0	1.0	1.0	0.0
			B2N	Admin Support Officer III		0.0	1.0	1.0	1.0	1.0
			B2P	Admin Support Officer II		1.0	0.0	0.0	0.0	-1.0
			B77	Accountant III		1.0	1.0	1.0	1.0	0.0
			D05	Supv Legal Clerk		1.0	1.0	1.0	1.0	0.0
			D09	Office Specialist III		5.0	5.0	5.0	5.0	0.0
			D49	Office Specialist II		4.0	4.0	4.0	4.0	0.0
			D51	Office Specialist I		4.0	4.0	4.0	4.0	0.0
			D66	Legal Secretary II		2.0	2.0	2.0	2.0	0.0
			D96	Accountant Assistant		1.0	1.0	1.0	1.0	0.0
			D97	Account Clerk II		1.0	1.0	1.0	1.0	0.0
			E28	Messenger Driver		1.0	1.0	1.0	1.0	0.0
			F14	Legal Clerk		21.0	21.0	21.0	21.0	0.0
			F37	Justice System Clerk II		1.0	1.0	1.0	1.0	0.0
			F38	Justice System Clerk I		1.0	1.0	1.0	1.0	0.0
			G11	Information Systems Mgr III		0.0	1.0	1.0	1.0	1.0
			G12	Information Systems Mgr II		1.0	1.0	1.0	1.0	0.0
			G28	Info Systems Analyst II		3.0	3.0	3.0	3.0	0.0
			Q43	Legal Clerk Trainee-U		1.0	0.0	0.0	0.0	-1.0
			U15	Attorney IV- Public Defender		68.0	72.0	73.0	73.0	5.0
			U16	Attorney III-Public Defender		13.0	16.0	16.0	16.0	3.0
			U17	Attorney II-Public Defender		12.0	5.0	5.0	5.0	-7.0
			V73	Sr Paralegal		27.0	25.0	25.0	25.0	-2.0
			V74	Paralegal		0.0	1.0	1.0	1.0	1.0
			V78	Public Defender Invest II		23.0	22.0	22.0	22.0	-1.0
			V79	Public Defender Invest I		0.0	1.0	1.0	1.0	1.0
			V81	Chief Public Defender Invest		1.0	1.0	1.0	1.0	0.0
			V82	Supv Paralegal		1.0	1.0	1.0	1.0	0.0
			V96	Supv Public Defender Invest		1.0	1.0	1.0	1.0	0.0
			W03	Paralegal-U		2.0	0.0	0.0	0.0	-2.0
			W23	Info Systems Analyst II-U		0.0	1.0	1.0	1.0	1.0
			W51	Confidential Secretary - U		1.0	1.0	1.0	1.0	0.0
			W8P	Attorney I - Pub Def - U		1.0	0.0	0.0	0.0	-1.0
			X17	Exec Assistant I-ACE		1.0	1.0	1.0	1.0	0.0
		3501	Alternate Public Defender Fund 0001							
			A94	Asst Public Defender		1.0	1.0	1.0	1.0	0.0
			C76	Office Mgmt Coord		1.0	1.0	1.0	1.0	0.0
			D49	Office Specialist II		1.0	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		2014 Positions		2015	Amount Change from 2014
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		D66	Legal Secretary II	1.0	1.0	1.0	0.0		
		F14	Legal Clerk	2.0	2.0	2.0	0.0		
		U15	Attorney IV- Public Defender	22.0	22.0	22.0	0.0		
		V73	Sr Paralegal	3.0	4.0	4.0	1.0		
		V78	Public Defender Invest II	4.0	5.0	5.0	1.0		
		V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0		
		W3B	Public Defender Invest II - U	0.0	1.0	1.0	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		
		V74	Paralegal	2.0	2.0	2.0	0.0		
Total - Public Defender				246.0	246.0	247.0	1.0		
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	20.0	16.0	16.0	-4.0		
		V51	Supv Pretrial Services	3.0	3.0	3.0	0.0		
		V53	Pretrial Serv Officer III	6.0	5.0	5.0	-1.0		
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
3591	PTS AB109 Project - Fund 0001								
		V41	Pretrial Serv Officer II	0.0	4.0	4.0	4.0		
		V53	Pretrial Serv Officer III	0.0	1.0	1.0	1.0		
Total - Office of Pretrial Services				41.0	41.0	41.0	0.0		
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	1.0	1.0	0.0		
		A2Z	Assistant Sheriff	2.0	2.0	2.0	0.0		
		A65	Sheriff-U	1.0	1.0	1.0	0.0		
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
		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		
023002	Administrative Svcs Fund 0001								
		A63	Dir Info Sys-Sheriff's Office	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0				
		B23	Sr Training & Staff Developmnt	2.0	2.0	2.0	0.0				
		B3M	Program Mgr II-ACE	0.0	1.0	1.0	1.0				
		B3N	Program Mgr II	1.0	0.0	0.0	-1.0				
		B76	Sr Accountant	1.0	1.0	1.0	0.0				
		B77	Accountant III	1.0	1.0	1.0	0.0				
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	0.0	0.0	-1.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		D5D	Human Resources Asst II	3.0	3.0	3.0	0.0				
		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				
		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	7.0	7.0	-1.0				
		D98	Account Clerk I	0.0	1.0	1.0	1.0				
		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	2.0	3.0	3.0	1.0				
		G29	Info Systems Analyst I	1.0	0.0	0.0	-1.0				
		G73	Sheriff's Technician	2.0	2.0	2.0	0.0				
		T10	Rangemaster II	1.0	1.0	1.0	0.0				
		T11	Rangemaster I	1.0	1.0	1.0	0.0				
		U55	Captain	2.0	2.0	2.0	0.0				
		U58	Sheriff's Lieutenant	1.0	1.0	1.0	0.0				
		U61	Sheriff's Sergeant	6.0	6.0	6.0	0.0				
		U64	Deputy Sheriff	68.0	66.0	66.0	-2.0				
		U66	Deputy Sheriff Cadet-U	35.0	37.0	37.0	2.0				
		U6D	Sheriff's Sergeant	1.0	1.0	1.0	0.0				
		U92	Sheriff Training Specialist	1.0	1.0	1.0	0.0				
		V43	Latent Fingerprint Exam II	8.0	7.0	7.0	-1.0				
		V44	Latent Fingerprint Exam I	0.0	2.0	2.0	2.0				
		V4T	Latent Fingerprint Examiner III	4.0	4.0	4.0	0.0				
		V90	Fingerprint Identification Dir	0.0	1.0	1.0	1.0				
		X17	Exec Assistant I-ACE	0.0	1.0	1.0	1.0				
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				
		D42	Law Enforcement Records Tech	5.0	5.0	5.0	0.0				
		D43	Law Enforcement Clerk	4.0	4.0	4.0	0.0				
		F02	Property/Evidence Technician	3.0	3.0	3.0	0.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	30.0	30.0	-1.0	
	U64 Deputy Sheriff	204.0	204.0	207.0	3.0	
	U6D Sheriff's Sergeant	11.0	11.0	11.0	0.0	
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	
	G29 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	29.0	34.0	34.0	5.0	
	D43 Law Enforcement Clerk	13.0	7.0	7.0	-6.0	
	D49 Office Specialist II	3.0	3.0	3.0	0.0	
	D63 Law Enforcement Records Spec	9.0	9.0	9.0	0.0	
	F07 Legal Process Officer	2.0	2.0	2.0	0.0	
	F14 Legal Clerk	3.0	3.0	3.0	0.0	
	G33 Data Entry Operator	1.0	1.0	1.0	0.0	
	G73 Sheriff's Technician	26.0	26.0	26.0	0.0	
	T84 Sheriff's Correctional Deputy	36.0	39.0	39.0	3.0	
	U55 Captain	1.0	1.0	1.0	0.0	
	U58 Sheriff's Lieutenant	4.0	4.0	4.0	0.0	
	U61 Sheriff's Sergeant	33.0	33.0	33.0	0.0	
	U64 Deputy Sheriff	190.0	190.0	190.0	0.0	
	U84 Correctional Officer	3.0	0.0	0.0	-3.0	
	V43 Latent Fingerprint Exam II	1.0	0.0	0.0	-1.0	
	V90 Fingerprint Identification Dir	1.0	0.0	0.0	-1.0	
023005	Internal Affairs Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	U58 Sheriff's Lieutenant	1.0	1.0	1.0	0.0	
	U61 Sheriff's Sergeant	3.0	3.0	3.0	0.0	
	U64 Deputy Sheriff	1.0	0.0	0.0	-1.0	
	U6D Sheriff's Sergeant	0.0	1.0	1.0	1.0	
Total - Sheriff's Department		831.0	829.0	832.0	1.0	
0235	Sheriff's Doc Contract					
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	
	T84 Sheriff's Correctional Deputy	14.0	17.0	17.0	3.0	
	U84 Correctional Officer	9.0	6.0	6.0	-3.0	



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions	2015	Amount Change	
								Approved	Adjusted	Recommended	from 2014
								Approved	Adjusted	Recommended	Approved
3136	Elmwood Men's Facility Fund 0001										
	T74	Sheriff's Correctional Serg		10.0	13.0	13.0	3.0				
	T84	Sheriff's Correctional Deputy		178.0	213.0	213.0	35.0				
	U57	Corr Sergeant		4.0	1.0	1.0	-3.0				
	U84	Correctional Officer		151.0	117.0	117.0	-34.0				
3142	Custodial Alternative Supervision-Fund 0001										
	T74	Sheriff's Correctional Serg		1.0	1.0	1.0	0.0				
	T84	Sheriff's Correctional Deputy		5.0	6.0	6.0	1.0				
3146	Inmate Progs-Psp Fund 0001										
	T74	Sheriff's Correctional Serg		2.0	2.0	2.0	0.0				
	T84	Sheriff's Correctional Deputy		9.0	11.0	11.0	2.0				
	U84	Correctional Officer		3.0	1.0	1.0	-2.0				
023503	Main Jail Complex Fund 0001										
	T74	Sheriff's Correctional Serg		8.0	7.0	7.0	-1.0				
	T84	Sheriff's Correctional Deputy		181.0	238.0	238.0	57.0				
	U57	Corr Sergeant		1.0	2.0	2.0	1.0				
	U84	Correctional Officer		155.0	97.0	97.0	-58.0				
023509	Central Services Fund 0001										
	T84	Sheriff's Correctional Deputy		3.0	2.0	2.0	-1.0				
Total - Sheriff's Doc Contract				741.0	741.0	741.0	0.0				

0240 Department of Correction

3400	Administration Fund 0001									
	A2X	Chief of Correction-U		1.0	1.0	1.0	0.0			
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0			
	B1P	Mgmt Analyst		2.0	3.0	3.0	1.0			
	B1R	Assoc Mgmt Analyst B		1.0	0.0	0.0	-1.0			
	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			
3412	Internal Affairs Fund 0001									
	X19	Admin Assistant-ACE		1.0	0.0	0.0	-1.0			
3432	Admin Booking Fund 0001									
	D41	Law Enforcement Records Supv		3.0	3.0	3.0	0.0			
	D42	Law Enforcement Records Tech		19.0	23.0	23.0	4.0			
	D43	Law Enforcement Clerk		12.0	8.0	8.0	-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		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
	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				
	D43 Law Enforcement Clerk	3.0	3.0	3.0	0.0				
	D49 Office Specialist II	1.0	1.0	1.0	0.0				
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0				
	G74 Custody Support Assistant	21.0	20.0	20.0	-1.0				
	T54 Sheriff's Correctional Captain	1.0	1.0	1.0	0.0				
	T58 Sheriff's Correctional Lieut	4.0	4.0	4.0	0.0				
024002	Administrative Services Bureau Fund 0001								
	B2Z Admin Support Officer III-ACE	1.0	1.0	1.0	0.0				
	B76 Sr Accountant	1.0	0.0	0.0	-1.0				
	B77 Accountant III	1.0	2.0	2.0	1.0				
	B78 Accountant II	0.0	1.0	1.0	1.0				
	B80 Accountant Auditor Appraiser	2.0	0.0	0.0	-2.0				
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	C60 Admin Assistant	1.0	1.0	1.0	0.0				
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0				
	D6D Human Resources Asst I	2.0	2.0	2.0	0.0				
	D94 Supv Account Clerk II	2.0	2.0	2.0	0.0				
	D96 Accountant Assistant	5.0	5.0	5.0	0.0				
	D97 Account Clerk II	7.0	8.0	8.0	1.0				
	G14 Information Systems Mgr I	2.0	2.0	2.0	0.0				
	G28 Info Systems Analyst II	2.0	2.0	2.0	0.0				
	G29 Info Systems Analyst I	1.0	1.0	1.0	0.0				
	G50 Info Systems Tech II	1.0	1.0	1.0	0.0				
	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	0.0	1.0	1.0	1.0				
024003	Main Jail Complex 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				
	D09 Office Specialist III	1.0	1.0	1.0	0.0				
	D49 Office Specialist II	1.0	1.0	1.0	0.0				
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0				
	G72 Inmate Law Library Coord	1.0	1.0	1.0	0.0				
	G74 Custody Support Assistant	32.0	32.0	32.0	0.0				
	T54 Sheriff's Correctional Captain	1.0	1.0	1.0	0.0				
	T58 Sheriff's Correctional Lieut	3.0	3.0	3.0	0.0				
024008	Inmate Program Fund 0001								
	B1W Mgmt Aide	1.0	1.0	1.0	0.0				
	B3N Program Mgr II	1.0	1.0	1.0	0.0				
	D42 Law Enforcement Records Tech	1.0	1.0	1.0	0.0				
	D43 Law Enforcement Clerk	2.0	2.0	2.0	0.0				
	G70 Supv Custody Support Assistant	1.0	0.0	0.0	-1.0				
	G74 Custody Support Assistant	2.0	2.0	2.0	0.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		X91	Rehabilitation Officer II					12.0	7.0	7.0	-5.0
		X92	Rehabilitation Officer I					2.0	7.0	7.0	5.0
024009	Central Services Fund 0001										
		B2P	Admin Support Officer II					1.0	1.0	1.0	0.0
		C60	Admin Assistant					1.0	1.0	1.0	0.0
		D09	Office Specialist III					2.0	1.0	1.0	-1.0
		D97	Account Clerk II					1.0	1.0	1.0	0.0
		G70	Supv Custody Support Assistant					0.0	1.0	1.0	1.0
		G74	Custody Support Assistant					3.0	4.0	4.0	1.0
		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					9.0	10.0	10.0	1.0
		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
Total - Department of Correction								315.5	315.5	315.5	0.0

0246 Probation Department

3710	Information Services Fund 0001										
		A97	Dir Info Systems - Probation					1.0	1.0	1.0	0.0
		B1W	Mgmt Aide					1.0	1.0	1.0	0.0
		C29	Exec Assistant I					1.0	0.0	0.0	-1.0
		G11	Information Systems Mgr III					0.0	1.0	1.0	1.0
		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					5.0	3.0	3.0	-2.0
		G29	Info Systems Analyst I					1.0	4.0	4.0	3.0
		G38	Info Systems Tech III					2.0	2.0	2.0	0.0
		X17	Exec Assistant I-ACE					0.0	1.0	1.0	1.0
3720	Administrative Svcs Fund 0001										
		A80	Chief Probation Officer-U					1.0	1.0	1.0	0.0
		B1D	Mgmt Analyst-ACE					1.0	1.0	1.0	0.0
		B1J	Mgmt Anal Prog Mgr II					1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst					3.0	3.0	3.0	0.0
		B1P	Mgmt Analyst					4.0	2.0	2.0	-2.0
		B1R	Assoc Mgmt Analyst B					0.0	2.0	2.0	2.0



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		2014 Positions		2015	Amount Change from 2014
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved		
Job Class Code and Title							
	B1T Assoc Mgmt Analyst A	0.0	2.0	2.0	2.0	2.0	2.0
	B1W Mgmt Aide	1.0	1.0	1.0	1.0	1.0	0.0
	B2P Admin Support Officer II	1.0	2.0	2.0	2.0	2.0	1.0
	B3F Admin Services Mgr II - ACE	1.0	1.0	1.0	1.0	1.0	0.0
	B3N Program Mgr II	0.0	1.0	1.0	1.0	1.0	1.0
	B3P Program Mgr I	1.0	2.0	2.0	2.0	2.0	1.0
	B6P Admin Services Mgr-Probation	1.0	1.0	1.0	1.0	1.0	0.0
	B76 Sr Accountant	1.0	1.0	1.0	1.0	1.0	0.0
	B77 Accountant III	1.0	1.0	1.0	1.0	1.0	0.0
	B78 Accountant II	1.0	1.0	1.0	1.0	1.0	0.0
	B80 Accountant Auditor Appraiser	0.0	0.0	1.0	1.0	1.0	1.0
	B96 Dept Fiscal Officer	1.0	1.0	1.0	1.0	1.0	0.0
	D09 Office Specialist III	4.0	4.0	4.0	4.0	4.0	0.0
	D5D Human Resources Asst II	4.0	3.0	3.0	3.0	3.0	-1.0
	D67 Human Resources Support Sup	1.0	1.0	1.0	1.0	1.0	0.0
	D6D Human Resources Asst I	0.0	1.0	1.0	1.0	1.0	1.0
	D94 Supv Account Clerk II	1.0	1.0	1.0	1.0	1.0	0.0
	D96 Accountant Assistant	2.0	2.0	2.0	2.0	2.0	0.0
	D97 Account Clerk II	8.0	8.0	8.0	8.0	8.0	0.0
	G11 Information Systems Mgr III	1.0	0.0	0.0	0.0	0.0	-1.0
	G76 Sr Warehouse Materials Handler	3.0	3.0	3.0	3.0	3.0	0.0
	G81 Storekeeper	1.0	1.0	1.0	1.0	1.0	0.0
	H3A Probation Food Services Mgr	1.0	0.0	0.0	0.0	0.0	-1.0
	H80 Laundry Services Supervisor	1.0	0.0	0.0	0.0	0.0	-1.0
	H84 Laundry Worker II	5.0	5.0	5.0	5.0	5.0	0.0
	M11 Fleet Maintenance Scheduler	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
	M47 General Maint Mechanic II	1.0	1.0	1.0	1.0	1.0	0.0
	M48 General Maint Mechanic I	0.0	1.0	1.0	1.0	1.0	1.0
	P75 Dir, R & O Measurement, Prob	1.0	1.0	1.0	1.0	1.0	0.0
	W1T Assoc Mgmt Analyst A -U	1.0	0.0	0.0	0.0	0.0	-1.0
	X09 Sr Office Specialist	4.0	4.0	4.0	4.0	4.0	0.0
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	1.0	1.0	0.0
	X17 Exec Assistant I-ACE	2.0	2.0	2.0	2.0	2.0	0.0
	X19 Admin Assistant-ACE	1.0	1.0	1.0	1.0	1.0	0.0
	X20 Supv Probation Counselor	1.0	1.0	1.0	1.0	1.0	0.0
	X25 Supv Group Counselor	1.0	2.0	2.0	2.0	2.0	1.0
	X48 Supv Probation Officer	1.0	3.0	3.0	3.0	3.0	2.0
	X53 Deputy Probation Officer I	0.0	0.0	1.0	1.0	1.0	1.0
	Z80 Accountant Auditor Appraiser-U	0.0	1.0	0.0	0.0	0.0	0.0
3722	Staff Training Fund 0001						
	B23 Sr Training & Staff Developmnt	1.0	1.0	1.0	1.0	1.0	0.0
	B2F Assoc Trng & Staff Dev Spec II	1.0	1.0	1.0	1.0	1.0	0.0
	C60 Admin Assistant	1.0	1.0	1.0	1.0	1.0	0.0
	X27 Sr Group Counselor	1.0	1.0	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
						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	1.0	0.0	0.0	-1.0
						B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	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
						B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0
						D09	Office Specialist III	1.0	1.0	1.0	0.0
						D11	Transcriptionist	1.0	1.0	1.0	0.0
						D34	Supv Clerk	4.0	4.0	4.0	0.0
						E07	Community Worker	1.0	0.0	0.0	-1.0
						E19	Probation Community Worker	8.0	9.0	9.0	1.0
						E29	Probation Peer Support Worker	1.0	1.0	1.0	0.0
						F37	Justice System Clerk II	27.0	27.0	27.0	0.0
						F38	Justice System Clerk I	21.0	20.0	20.0	-1.0
						G12	Information Systems Mgr II	0.0	1.0	1.0	1.0
						G14	Information Systems Mgr I	1.0	0.0	0.0	-1.0
						Q03	Program Mgr I-U	1.0	0.0	0.0	-1.0
						Q94	Probation Community Worker-U	2.0	0.0	0.0	-2.0
						X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
						X27	Sr Group Counselor	1.0	0.0	0.0	-1.0
						X44	Probation Mgr	4.0	4.0	4.0	0.0
						X48	Supv Probation Officer	18.0	18.0	18.0	0.0
						X50	Deputy Probation Officer III	159.5	142.5	142.5	-17.0
						X52	Deputy Probation Officer II	12.0	20.0	20.0	8.0
						X53	Deputy Probation Officer I	6.0	15.0	15.0	9.0
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
						D34	Supv Clerk	2.0	2.0	2.0	0.0
						D43	Law Enforcement Clerk	0.0	0.0	1.0	1.0
						E19	Probation Community Worker	7.0	7.0	7.0	0.0
						F37	Justice System Clerk II	8.5	8.5	8.5	0.0
						F38	Justice System Clerk I	16.5	16.5	16.5	0.0
						W85	Deputy Probation Officer III-U	1.0	0.0	0.0	-1.0
						X20	Supv Probation Counselor	1.0	1.0	1.0	0.0
						X22	Probation Counselor II	5.0	5.0	5.0	0.0
						X25	Supv Group Counselor	0.0	1.0	1.0	1.0
						X44	Probation Mgr	3.0	3.0	3.0	0.0
						X48	Supv Probation Officer	15.0	15.0	15.0	0.0
						X50	Deputy Probation Officer III	96.0	85.0	85.0	-11.0



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		2014 Positions		2015	Amount Change from 2014
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Approved
		X52	Deputy Probation Officer II	20.0	23.0	23.0	3.0
		X53	Deputy Probation Officer I	10.0	22.0	22.0	12.0
024617	Institution Services Division - Fund 0001						
		A82	Deputy Chief Probation Officer	1.0	1.0	1.0	0.0
		B2N	Admin Support Officer III	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	3.0	3.0	0.0
		F38	Justice System Clerk I	2.0	4.0	4.0	2.0
		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	16.0	16.0	0.0
		H67	Food Service Worker I	3.0	3.0	3.0	0.0
		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	59.0	56.0	56.0	-3.0
		X23	Probation Counselor I	0.0	3.0	3.0	3.0
		X25	Supv Group Counselor	16.0	15.0	15.0	-1.0
		X27	Sr Group Counselor	162.0	153.0	153.0	-9.0
		X28	Group Counselor II	11.0	26.0	26.0	15.0
		X29	Group Counselor I	11.0	6.0	6.0	-5.0
		X44	Probation Mgr	3.0	3.0	4.0	1.0
		X54	Probation Assistant II	15.0	14.0	14.0	-1.0
		X55	Probation Assistant I	2.0	3.0	3.0	1.0
Total - Probation Department				886.5	895.5	898.5	12.0
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	4.0	4.0	0.0
		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 - Law And Justice Agency				3,597.5	3,611.5	3,622.5	25.0
Total - Public Safety and Justice				3,597.5	3,611.5	3,622.5	25.0



Children, Seniors, and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions	2015	Amount
								Approved	Recommended	Change
								Adjusted		from 2014
									Approved	Approved
Social Services Agency										
0200	Dept of Child Support Services									
3804	DCSS Exp - Admin Fund 0193									
	A43	Chief Attorney - DCSS		1.0	0.0	0.0	-1.0			
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0			
	B1P	Mgmt Analyst		2.0	2.0	1.0	-1.0			
	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		2.0	2.0	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			
	C76	Office Mgmt Coord		1.0	1.0	1.0	0.0			
	D05	Supv Legal Clerk		1.0	1.0	0.0	-1.0			
	D09	Office Specialist III		19.0	19.0	19.0	0.0			
	D49	Office Specialist II		6.0	6.0	5.0	-1.0			
	D51	Office Specialist I		6.0	6.0	4.0	-2.0			
	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		6.0	10.0	9.0	3.0			
	D70	Legal Secretary I		4.0	0.0	0.0	-4.0			
	D97	Account Clerk II		3.0	3.0	2.0	-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	121.0	0.0			
	E86	Child Support Officer I		2.0	1.0	1.0	-1.0			
	E88	Sr Child Support Officer		18.0	18.0	18.0	0.0			
	E90	Child Support Specialist		19.0	19.0	16.0	-3.0			
	F07	Legal Process Officer		1.0	1.0	1.0	0.0			
	F14	Legal Clerk		20.0	19.0	19.0	-1.0			
	F16	Legal Clerk Trainee		2.0	3.0	2.0	0.0			
	F19	Child Support Docmnt Examiner		5.0	5.0	3.0	-2.0			
	G89	Call Center Coordinator		1.0	1.0	0.0	-1.0			
	H17	Utility Worker		1.0	1.0	1.0	0.0			
	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	12.0	0.0			
	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			



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	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
3806	DCSS Rev Federal Participation - Fund 0192					
Total - Dept of Child Support Services		287.0	286.0	270.0		-17.0

0502 Social Services Agency

050201 Agency Office Admin Fund 0001		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
A3F	SSA Dep Director, Operations	1.0	1.0	1.0		0.0
A6A	Sr Financial Analyst	6.0	5.0	5.0		-1.0
A6B	Financial Analyst II	3.0	6.0	6.0		3.0
A6C	Financial Analyst I	0.0	1.0	1.0		1.0
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	2.0	2.0		0.0
B1J	Mgmt Anal Prog Mgr II	3.0	3.0	3.0		0.0
B1L	Mgmt Analysis Prog Mgr I	1.0	1.0	1.0		0.0
B1N	Sr Mgmt Analyst	3.0	3.0	4.0		1.0
B1P	Mgmt Analyst	12.0	15.0	16.0		4.0
B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0		-1.0
B2J	Admin Services Mgr II	0.0	1.0	1.0		1.0
B2L	Admin Services Mgr I	1.0	2.0	2.0		1.0
B2N	Admin Support Officer III	1.0	1.0	1.0		0.0
B2P	Admin Support Officer II	3.0	3.0	3.0		0.0
B3N	Program Mgr II	2.0	1.0	1.0		-1.0
B57	Central Service Mgr-SS	1.0	1.0	1.0		0.0
B76	Sr Accountant	9.0	11.0	11.0		2.0
B77	Accountant III	7.0	8.0	8.0		1.0
B78	Accountant II	8.0	5.0	5.0		-3.0
B80	Accountant Auditor Appraiser	2.0	5.0	5.0		3.0
B90	Chief Fiscal Officer-SSA	1.0	1.0	1.0		0.0
B9B	Social Services Fiscal Officer	1.0	1.0	2.0		1.0
C08	Sr Executive Assistant	1.0	1.0	1.0		0.0
C32	Buyer II	1.0	1.0	1.0		0.0
C60	Admin Assistant	4.0	4.0	4.0		0.0
D09	Office Specialist III	11.0	5.0	5.0		-6.0
D49	Office Specialist II	19.0	15.0	15.0		-4.0
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
D95	Supv Account Clerk I	1.0	1.0	1.0		0.0
D96	Accountant Assistant	11.0	16.0	16.0		5.0
D97	Account Clerk II	16.0	14.0	14.0		-2.0
E28	Messenger Driver	3.0	3.0	3.0		0.0
E50	Eligibility Examiner	1.0	1.0	1.0		0.0
E87	Sr Account Clerk	0.0	4.0	4.0		4.0
F26	Print-On-Demand Operator	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		2014 Positions		2015	Amount Change from 2014
						Approved	Adjusted	Recommended	Approved		
		F37	Justice System Clerk II	1.0	1.0	1.0	0.0				
		G76	Sr Warehouse Materials Handler	2.0	3.0	3.0	1.0				
		G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
		G82	Stock Clerk	7.0	7.0	7.0	0.0				
		H17	Utility Worker	3.0	3.0	3.0	0.0				
		H21	Facilities Services Worker	0.0	2.0	2.0	2.0				
		M11	Fleet Maintenance Scheduler	2.0	2.0	2.0	0.0				
		M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0				
		P7A	Director of Research-SSA	1.0	1.0	1.0	0.0				
		U98	Protective Services Officer	11.0	13.0	13.0	2.0				
		V33	Office Specialist II-U	0.0	4.0	4.0	4.0				
		V34	Sr Revenue Collections Officer	2.0	2.0	2.0	0.0				
		V35	Revenue Collections Officer	8.0	8.0	8.0	0.0				
		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	7.0	7.0	0.0				
		W20	SSA Info Technology Spec	0.0	1.0	1.0	1.0				
		X17	Exec Assistant I-ACE	3.0	2.0	2.0	-1.0				
		X19	Admin Assistant-ACE	0.0	1.0	1.0	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	3.0	4.0	4.0	1.0				
		B1R	Assoc Mgmt Analyst B	4.0	2.0	2.0	-2.0				
		D09	Office Specialist III	0.0	1.0	1.0	1.0				
		G12	Information Systems Mgr II	3.0	5.0	5.0	2.0				
		G14	Information Systems Mgr I	12.0	12.0	11.0	-1.0				
		G28	Info Systems Analyst II	13.0	14.0	14.0	1.0				
		G29	Info Systems Analyst I	1.0	2.0	2.0	1.0				
		G38	Info Systems Tech III	2.0	2.0	2.0	0.0				
		G4M	Web Technician	0.0	1.0	1.0	1.0				
		G4N	Web Designer	1.0	1.0	1.0	0.0				
		G50	Info Systems Tech II	19.0	16.0	16.0	-3.0				
		K16	Telecommunications Engineer	2.0	2.0	2.0	0.0				
		L35	Telecommunications Technician	2.0	2.0	2.0	0.0				
		P65	SSA Application Dec Sup Spec II	11.0	15.0	15.0	4.0				
		V65	SSA Applctn Dec Supp Mgr	10.0	11.0	10.0	0.0				
		W20	SSA Info Technology Spec	20.0	19.0	17.0	-3.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
050203	Agency Staff Dev & Training Fund 0001										



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	B1W	Mgmt Aide	2.0	2.0	2.0	0.0				
	B23	Sr Training & Staff Developmnt	4.0	4.0	4.0	0.0				
	B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0				
	B2F	Assoc Trng & Staff Dev Spec II	4.0	4.0	4.0	0.0				
	B8F	Mgr, 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	18.0	15.0	15.0	-3.0				
	E43	Assoc Staff Development Spec	0.0	3.0	3.0	3.0				
	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	5.0	5.0	0.0				
	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	1.5	1.5	0.0				
	W07	Social Worker III-U	0.0	1.0	1.0	1.0				
	W20	SSA Info Technology Spec	1.0	1.0	1.0	0.0				
	Y48	Social Work Coord II	1.0	1.0	1.0	0.0				
050206	Local Programs for Adults Youth&Family Fund 0001									
Total - Social Services Agency			364.0	387.0	386.0	22.0				
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				
	B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0				
	B1P	Mgmt Analyst	3.0	3.0	3.0	0.0				
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	0.0	1.0	1.0	1.0				
	C29	Exec Assistant I	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	9.0	9.0	9.0	0.0				
	C76	Office Mgmt Coord	6.0	6.0	6.0	0.0				
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D72	Client Services Technician	1.0	1.0	1.0	0.0				
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
	Y23	Social Work Supervisor	4.0	5.0	5.0	1.0				
	Y30	Social Services Prg Mgr III	5.0	6.0	6.0	1.0				
	Y31	Social Services Prg Mgr II	2.0	2.0	2.0	0.0				
	Y32	Social Services Prg Mgr I	5.0	4.0	4.0	-1.0				
	Y3B	Social Worker II	2.0	0.0	0.0	-2.0				
	Y3C	Social Worker III	6.0	6.0	6.0	0.0				
	Y48	Social Work Coord II	12.0	12.0	12.0	0.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		Y49	Social Work Coord I	0.0	2.0	2.0	2.0				2.0
		Y50	Project Mgr	2.0	2.0	2.0	0.0				0.0
050302	DFCS Program Svcs Fund 0001										
		E45	Eligibility Worker III	1.0	1.0	1.0	0.0				0.0
		Y23	Social Work Supervisor	46.0	47.0	49.0	3.0				3.0
		Y25	Employment Program Supv	1.0	1.0	1.0	0.0				0.0
		Y27	Employment Counselor III	2.0	2.0	2.0	0.0				0.0
		Y28	Employment Counselor II	1.0	1.0	1.0	0.0				0.0
		Y3A	Social Worker I	35.0	35.0	35.0	0.0				0.0
		Y3B	Social Worker II	1.0	21.0	21.0	20.0				20.0
		Y3C	Social Worker III	278.0	281.0	293.0	15.0				15.0
		Y48	Social Work Coord II	6.0	6.0	6.0	0.0				0.0
050303	DFCS Program Support Fund 0001										
		D03	Data Office Specialist	6.0	6.0	6.0	0.0				0.0
		D09	Office Specialist III	37.0	37.0	37.0	0.0				0.0
		D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0				0.0
		D49	Office Specialist II	11.0	10.0	10.0	-1.0				-1.0
		D72	Client Services Technician	19.0	20.0	20.0	1.0				1.0
		E28	Messenger Driver	2.0	2.0	2.0	0.0				0.0
		F14	Legal Clerk	10.0	10.0	10.0	0.0				0.0
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0				0.0
050304	Children's Receiving Center Fund 0001										
		B2P	Admin Support Officer II	1.0	0.0	0.0	-1.0				-1.0
		B3P	Program Mgr I	1.0	0.0	0.0	-1.0				-1.0
		C60	Admin Assistant	1.0	1.0	1.0	0.0				0.0
		D09	Office Specialist III	3.0	5.0	5.0	2.0				2.0
		D49	Office Specialist II	1.0	1.0	1.0	0.0				0.0
		G76	Sr Warehouse Materials Handler	1.0	0.0	0.0	-1.0				-1.0
		H21	Facilities Services Worker	2.0	0.0	0.0	-2.0				-2.0
		X24	Sr Children's Counselor	2.0	2.0	2.0	0.0				0.0
		X31	Childrens Counselor	15.0	15.0	15.0	0.0				0.0
		Y23	Social Work Supervisor	0.0	1.0	1.0	1.0				1.0
		Y32	Social Services Prg Mgr I	0.0	1.0	1.0	1.0				1.0
050305	DFCS Staff Dev. and Training Fund 0001										
		Y3B	Social Worker II	0.0	3.0	3.0	3.0				3.0
		Y3C	Social Worker III	2.0	0.0	0.0	-2.0				-2.0
050306	DFCS Out of Home Placement Res & Pmt Fund 0001										
Total - Department of Family & Children's Services				550.0	577.0	591.0	41.0				
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				0.0
		A98	Asst Dir, Employment & Benefit	1.0	1.0	1.0	0.0				0.0
		B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0				1.0
		B1P	Mgmt Analyst	16.0	23.0	23.0	7.0				7.0



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	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	1.0	1.0	0.0				
P65	SSA Application Dec Sup Spec II	12.0	12.0	12.0	0.0				
P66	SSA Application Dec Sup Spec I	1.0	1.0	1.0	0.0				
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	9.0	10.0	10.0	1.0				
Y48	Social Work Coord II	1.0	2.0	2.0	1.0				
050402	DEBS Program Svcs Fund 0001								
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
D72	Client Services Technician	1.0	2.0	2.0	1.0				
E44	Eligibility Work Supv	91.0	92.0	93.0	2.0				
E45	Eligibility Worker III	357.0	304.0	304.0	-53.0				
E46	Eligibility Worker II	330.0	420.0	420.0	90.0				
E47	Eligibility Worker I	0.0	2.0	2.0	2.0				
E50	Eligibility Examiner	36.0	36.0	37.0	1.0				
E53	Social Services Prg Cntrl Supv	2.0	2.0	3.0	1.0				
Y23	Social Work Supervisor	1.0	1.0	1.0	0.0				
Y25	Employment Program Supv	16.0	17.0	17.0	1.0				
Y27	Employment Counselor III	43.0	48.0	48.0	5.0				
Y28	Employment Counselor II	84.0	91.0	91.0	7.0				
Y29	Employment Counselor I	17.0	10.0	10.0	-7.0				
Y3B	Social Worker II	9.0	9.0	9.0	0.0				
Y3C	Social Worker III	3.0	3.0	3.0	0.0				
050403	DEBS Program Support Fund 0001								
D09	Office Specialist III	48.0	38.0	38.0	-10.0				
D49	Office Specialist II	67.0	66.0	66.0	-1.0				
D72	Client Services Technician	100.0	119.0	121.0	21.0				
G82	Stock Clerk	3.0	3.0	3.0	0.0				
V31	Office Specialist III-U	1.0	0.0	0.0	-1.0				
V33	Office Specialist II-U	10.0	2.0	2.0	-8.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2014 Positions		2015	Amount Change from 2014	
								Approved	Adjusted	Recommended	Approved	
050404	DEBS Trainees Fund 0001											
	E45	Eligibility Worker III		10.0	0.0	0.0	-10.0					
	E46	Eligibility Worker II		41.0	0.0	0.0	-41.0					
	E47	Eligibility Worker I		21.0	35.0	35.0	14.0					
050405	DEBS Benefit Payments Fund 0001											
Total - Department of Employment & Benefit Svc								1,390.0	1,409.0	1,414.0	24.0	
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	1.0	1.0	0.0					
	C29	Exec Assistant I		1.0	0.0	0.0	-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		11.0	10.0	10.0	-1.0					
	V38	Estate Administrator Asst		2.0	2.0	2.0	0.0					
	V42	Estate Property Tech		4.0	4.0	4.0	0.0					
	V4C	Estate Property Technician - U		1.0	0.0	0.0	-1.0					
	X17	Exec Assistant I-ACE		1.0	2.0	2.0	1.0					
	Y30	Social Services Prg Mgr III		1.0	2.0	3.0	2.0					
	Y50	Project Mgr		0.0	0.0	1.0	1.0					
	Y5A	Project Mgr-U		1.0	1.0	1.0	0.0					
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					
	V4B	Deputy Public Guardian-Conservator		30.0	31.0	31.0	1.0					
	Y23	Social Work Supervisor		9.0	11.0	11.0	2.0					
	Y3A	Social Worker I		7.0	6.0	6.0	-1.0					



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
Y3B	Social Worker II	46.0	66.0	66.0	20.0				
Y3C	Social Worker III	21.0	23.0	23.0	2.0				
Y49	Social Work Coord I	3.0	3.0	3.0	0.0				
050503	DAAS Program Support Fund 0001								
D03	Data Office Specialist	0.0	3.0	3.0	3.0				
D09	Office Specialist III	24.0	25.0	25.0	1.0				
D49	Office Specialist II	6.5	6.5	6.5	0.0				
D72	Client Services Technician	2.0	2.0	2.0	0.0				
E65	Program Services Aide	5.0	5.0	5.0	0.0				
050504	Senior Nutrition Fund 0001								
B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
B77	Accountant III	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	1.0	1.0	1.0	0.0				
H54	Nutrition Services Mgr	1.0	1.0	1.0	0.0				
R20	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		219.5	246.5	248.5	29.0				
Total - Social Services Agency		2,810.5	2,905.5	2,909.5	99.0				
Total - Children, Seniors, and Families		2,810.5	2,905.5	2,909.5	99.0				



Santa Clara Valley Health and Hospital System

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
						Change from 2014			
Health Department									
0410	Public Health								
041011	Administration Fund 0001								
	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			
	A5B	Pub Health Div Dir-Plng & Eval	1.0	1.0	1.0	0.0			
	B01	Health Planning Spec III	1.5	2.5	3.5	2.0			
	B19	Health Program Spec	6.5	5.0	5.0	-1.5			
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0			
	B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0			
	B1W	Mgmt Aide	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 II	1.0	1.0	1.0	0.0			
	B5X	Health Care Program Analyst II	1.0	2.0	2.0	1.0			
	B5Y	Health Care Program Analyst I	1.5	0.0	0.0	-1.5			
	B5Z	Health Care Prog Analyst Assoc	1.0	2.0	2.0	1.0			
	B6H	Health Planning Spec II	2.0	0.0	0.0	-2.0			
	C29	Exec Assistant I	1.0	1.0	1.0	0.0			
	C60	Admin Assistant	2.0	1.0	1.0	-1.0			
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0			
	C83	Health Care Program Mgr II	2.0	1.0	1.0	-1.0			
	C98	Public Communication Spec	0.0	1.0	1.0	1.0			
	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	6.0	2.0	2.0	-4.0			
	D49	Office Specialist II	1.0	1.0	1.0	0.0			
	D76	Medical Admin Assistant 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	0.0	1.0	1.0	1.0			
	F5F	Vital Records Specialist I	0.0	6.0	6.0	6.0			
	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	2.0	2.0	3.0	1.0			
	J28	Epidemiologist I	2.0	3.0	3.0	1.0			
	J45	Graphic Designer II	0.5	0.5	0.5	0.0			
	P06	Public Health Officer	1.0	1.0	1.0	0.0			
	Q17	Health Program Spec-U	0.5	0.0	0.0	-0.5			
	R24	Public Health Nutritionist	1.5	1.0	1.0	-0.5			
	S08	Public Health Nutrition Assoc	1.0	0.0	0.0	-1.0			
	S40	Dir of Public Health Nursing	1.0	0.0	0.0	-1.0			
	S4D	Dep Dir Public Health-Nursing Svc	0.0	1.0	1.0	1.0			
	U19	Prevention Program Analyst I-U	0.5	0.0	0.0	-0.5			
	W71	Sr Health Care Prog Analyst	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		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
	X09	Sr Office Specialist	3.0	0.0	0.0	-3.0			
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0			
041012	Central Services Fund 0001								
	B01	Health Planning Spec III	1.0	1.0	3.0	2.0			
	B19	Health Program Spec	3.0	4.0	4.0	1.0			
	B1W	Mgmt Aide	2.0	2.0	2.0	0.0			
	B5X	Health Care Program Analyst II	2.0	2.5	2.5	0.5			
	B5Y	Health Care Program Analyst I	2.0	1.0	1.0	-1.0			
	B6H	Health Planning Spec II	2.5	4.5	4.5	2.0			
	C23	Prevention Program Analyst II	0.5	0.0	0.0	-0.5			
	C24	Prevention Program Analyst I	0.0	0.5	0.5	0.5			
	C60	Admin Assistant	2.0	3.0	3.0	1.0			
	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	3.0	2.0			
	C82	Sr Health Care Program Mgr	3.0	3.0	3.0	0.0			
	C83	Health Care Program Mgr II	4.0	5.0	5.0	1.0			
	C84	Health Care Program Mgr I	2.0	2.0	2.0	0.0			
	D09	Office Specialist III	14.5	14.5	14.5	0.0			
	D1E	Sr Health Services Rep	8.0	8.0	8.0	0.0			
	D2E	Health Services Rep	20.5	20.5	21.5	1.0			
	D48	Patient Business Serv Clerk	1.0	1.0	1.0	0.0			
	D49	Office Specialist II	2.0	2.0	2.0	0.0			
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0			
	D75	Medical Office Specialist	1.5	1.5	1.5	0.0			
	E04	Public Health Community Spec	6.0	6.5	6.5	0.5			
	E07	Community Worker	2.0	2.0	2.0	0.0			
	E32	Public Health Assistant	10.0	9.0	9.0	-1.0			
	J26	Health Education Specialist	10.5	12.0	11.0	0.5			
	J27	Health Education Associate	5.0	5.0	5.0	0.0			
	J67	Health Information Clerk III	1.0	1.0	1.0	0.0			
	J68	Health Information Clerk II	0.0	0.5	0.5	0.5			
	J69	Health Information Clerk I	0.5	0.0	0.0	-0.5			
	P04	Asst Public Health Officer	3.0	3.0	3.0	0.0			
	P08	Public Health Physician III	0.5	0.5	0.5	0.0			
	R01	Chief 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			
	R05	CCS Therapist I	19.5	17.5	17.5	-2.0			
	R07	CCS Therapist II	6.5	8.5	8.5	2.0			
	R24	Public Health Nutritionist	12.0	12.5	11.5	-0.5			
	R41	Therapy Aide	5.0	5.0	5.0	0.0			
	S08	Public Health Nutrition Assoc	20.0	20.0	20.0	0.0			
	S10	Utilization Review Supv	2.0	2.0	2.0	0.0			
	S12	Utilization Review Coordinator	18.0	18.0	18.0	0.0			



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
S45	Public Health Nurse Speclst	1.0	1.0	1.0	0.0				
S47	Public Health Nurse III	5.0	5.0	5.0	0.0				
S48	Public Health Nurse II	34.0	36.5	36.5	2.5				
S50	Public Health Nurse I	1.0	0.0	0.0	-1.0				
S51	Communicable Disease Invest	11.0	11.0	11.0	0.0				
W09	Public Health Community Spec-U	1.5	0.5	0.5	-1.0				
W28	Public Health Community Spec-U	1.0	0.0	0.0	-1.0				
W71	Sr Health Care Prog Analyst	3.0	4.0	4.0	1.0				
X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
Y03	Medical Social Worker II	2.0	2.0	2.0	0.0				
Y3B	Social Worker II	2.0	2.0	2.0	0.0				
041013	Support Services Fund 0001								
C60	Admin Assistant	1.0	1.0	1.0	0.0				
D09	Office Specialist III	1.5	1.5	0.5	-1.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
P40	Pharmacist Specialist	0.0	0.0	1.0	1.0				
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	3.0	3.0	3.0	0.0				
R46	Public Health Microbiologist	4.0	4.0	4.0	0.0				
R56	Supv Pharmacist	1.0	1.0	1.0	0.0				
R7F	Medical Laboratory Asst III	1.0	1.0	2.0	1.0				
041014	Ambulatory Care Fund 0001								
S48	Public Health Nurse II	0.0	1.0	1.0	1.0				
S51	Communicable Disease Invest	1.0	1.0	1.0	0.0				
041015	Emergency Medical Services Fund 0001								
B01	Health Planning Spec III	1.0	0.0	0.0	-1.0				
B19	Health Program Spec	1.0	1.0	1.0	0.0				
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				
B5Y	Health Care Program Analyst I	1.0	1.0	0.0	-1.0				
B7T	Public Health Preparedness Mgr	1.0	1.0	1.0	0.0				
C29	Exec Assistant I	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
C98	Public Communication Spec	1.0	0.0	0.0	-1.0				
D09	Office Specialist III	1.0	2.0	2.0	1.0				
D2E	Health Services Rep	1.0	0.0	0.0	-1.0				
J25	Epidemiologist II	1.0	0.0	0.0	-1.0				
J26	Health Education Specialist	1.0	1.0	1.0	0.0				
P62	Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0				
S09	Emergency Medical Serv Spclst	8.0	8.0	9.0	1.0				
S2E	Sr Emergency Med Svcs Spclst	1.0	1.0	1.0	0.0				
W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount
						Approved	Adjusted	Recommended	Change
		Job Class Code and Title							from 2014
						Approved	Adjusted	Recommended	Approved
041016	Region #1	Fund 0001							
		B01	Health Planning Spec III	1.0	1.0	1.0	1.0	0.0	
		B19	Health Program Spec	2.0	2.5	2.5	2.5	0.5	
		B5X	Health Care Program Analyst II	1.0	0.0	0.0	0.0	-1.0	
		B6H	Health Planning Spec II	2.0	0.0	0.0	0.0	-2.0	
		D09	Office Specialist III	2.0	0.0	0.0	0.0	-2.0	
		J25	Epidemiologist II	1.0	0.0	0.0	0.0	-1.0	
		J26	Health Education Specialist	1.0	0.0	0.0	0.0	-1.0	
041017	Region #2	Fund 0001							
		C69	Public Health Nurse Mgr II	1.0	1.0	1.0	1.0	0.0	
		C70	Public Health Nurse Mgr I	2.0	2.0	2.0	2.0	0.0	
		C76	Office Mgmt Coord	1.0	1.0	1.0	1.0	0.0	
		D09	Office Specialist III	5.0	6.0	6.0	6.0	1.0	
		E32	Public Health Assistant	10.0	11.0	11.0	11.0	1.0	
		S47	Public Health Nurse III	1.0	1.0	1.0	1.0	0.0	
		S48	Public Health Nurse II	25.5	29.5	29.5	29.5	4.0	
		S50	Public Health Nurse I	5.0	1.0	1.0	1.0	-4.0	
041021	Region #6	Fund 0001							
Total - Public Health						433.0	428.5	434.5	1.5

0412 Mental Health Department

041201	MH Department Admin	Fund 0001							
		A49	Mental Health Medical Dir-U	1.0	1.0	1.0	1.0	0.0	
		A51	Dir Mental Health Services	1.0	1.0	1.0	1.0	0.0	
		B19	Health Program Spec	1.0	1.0	1.0	1.0	0.0	
		B1P	Mgmt Analyst	2.0	2.0	2.0	2.0	0.0	
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	2.0	0.0	
		B1T	Assoc Mgmt Analyst A	2.0	2.0	2.0	2.0	0.0	
		B2J	Admin Services Mgr II	2.0	2.0	2.0	2.0	0.0	
		B2N	Admin Support Officer III	1.0	1.0	1.0	1.0	0.0	
		B3R	Deputy Dir Mntl Hlth Prg Ops	2.0	1.0	1.0	1.0	-1.0	
		B5X	Health Care Program Analyst II	5.0	3.0	3.0	3.0	-2.0	
		B5Y	Health Care Program Analyst I	1.0	1.0	1.0	1.0	0.0	
		B5Z	Health Care Prog Analyst Assoc	0.0	2.0	2.0	2.0	2.0	
		B72	Mental Health Division Manager	0.0	1.0	1.0	1.0	1.0	
		C29	Exec Assistant I	2.0	2.0	2.0	2.0	0.0	
		C60	Admin Assistant	1.0	1.0	1.0	1.0	0.0	
		C97	Q I Coordinator - MHS	8.0	8.0	8.0	8.0	0.0	
		D09	Office Specialist III	6.0	6.0	6.0	6.0	0.0	
		D2E	Health Services Rep	1.0	1.0	2.0	2.0	1.0	
		D2J	Mental Health Peer Support Wrk	1.5	1.5	1.5	1.5	0.0	
		D48	Patient Business Serv Clerk	1.0	1.0	1.0	1.0	0.0	
		P13	Sr Mental Health Prog Spec	2.0	3.0	3.0	3.0	1.0	
		P14	Mental Health Prog Spec II	8.0	8.0	8.0	8.0	0.0	
		P96	Marriage & Family Therapist II	1.0	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		Q3E	Sr Health Care Prog Analyst-U	1.0	0.0	0.0	-1.0				
		S12	Utilization Review Coordinator	1.0	1.0	1.0	0.0				
		U04	Mgmt Anal Prog Mgr II-U	1.0	0.0	0.0	-1.0				
		U1B	Mental Health Prgm Spec II -U	1.0	0.0	0.0	-1.0				
		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	0.0	1.0	1.0	1.0				
		C97	Q I Coordinator - MHS	0.0	1.0	1.0	1.0				
		D2E	Health Services Rep	3.0	3.0	3.0	0.0				
		P14	Mental Health Prog Spec II	1.0	1.0	1.0	0.0				
		P96	Marriage & Family Therapist II	5.0	6.0	6.0	1.0				
		Y41	Psychiatric Social Worker II	6.0	6.0	6.0	0.0				
		Y42	Psychiatric Social Worker I	1.0	0.0	0.0	-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	1.0	0.0				
		B19	Health Program Spec	2.0	2.0	2.0	0.0				
		B1J	Mgmt Anal Prog Mgr II	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	1.0	1.0	0.0				
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
		B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	1.0	0.0	0.0	-1.0				
		B3P	Program Mgr I	2.5	2.5	2.5	0.0				
		B5X	Health Care Program Analyst II	4.0	4.0	4.0	0.0				
		B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0				
		B72	Mental Health Division Manager	2.0	2.0	2.0	0.0				
		C23	Prevention Program Analyst II	3.0	3.0	3.0	0.0				
		C60	Admin Assistant	2.0	2.0	2.0	0.0				
		C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0				
		C83	Health Care Program Mgr II	6.0	7.0	7.0	1.0				
		D09	Office Specialist III	3.0	3.0	3.0	0.0				
		D1E	Sr Health Services Rep	4.0	5.0	6.0	2.0				
		D1F	Mental Hlth Office Supervisor	5.0	6.0	6.0	1.0				
		D2E	Health Services Rep	25.5	26.5	27.5	2.0				
		D2J	Mental Health Peer Support Wrk	27.5	28.5	28.5	1.0				
		E07	Community Worker	22.0	22.0	22.0	0.0				
		E33	Mental Health Community Worker	1.0	2.0	2.0	1.0				
		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	7.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	P14	Mental Health Prog Spec II	6.0	6.0	6.0	0.0				
	P49	Psychiatrist III-MH	8.5	8.5	8.5	0.0				
	P67	Rehabilitation Counselor	30.0	30.0	30.0	0.0				
	P96	Marriage & Family Therapist II	7.5	7.5	7.5	0.0				
	P97	Marriage & Family Therapist I	2.0	4.0	4.0	2.0				
	S87	Psychiatric Technician II	3.5	4.0	4.0	0.5				
	S9S	Mental Health Worker	2.5	2.5	2.5	0.0				
	W1C	Assoc Mgmt Analyst B-U-ACE	0.0	0.0	1.0	1.0				
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
	Y41	Psychiatric Social Worker II	25.0	27.0	28.0	3.0				
	Y42	Psychiatric Social Worker I	3.0	2.0	3.0	0.0				
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				
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
	D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0				
	D2E	Health Services Rep	13.0	13.5	13.5	0.5				
	D2J	Mental Health Peer Support Wrk	1.0	1.0	1.0	0.0				
	P14	Mental Health Prog Spec II	3.0	3.0	4.0	1.0				
	P49	Psychiatrist III-MH	5.5	5.0	5.0	-0.5				
	P67	Rehabilitation Counselor	1.0	2.0	2.0	1.0				
	P93	Clinical Psychologist	0.5	0.5	0.5	0.0				
	P96	Marriage & Family Therapist II	16.0	11.5	11.5	-4.5				
	P97	Marriage & Family Therapist I	4.5	7.0	7.0	2.5				
	S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0				
	Y41	Psychiatric Social Worker II	18.0	21.0	21.0	3.0				
	Y42	Psychiatric Social Worker I	10.0	9.0	9.0	-1.0				
041205	Other Mental Health Svcs Fund 0001									
	P49	Psychiatrist III-MH	0.0	0.5	0.5	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	1.0	1.0	0.0				
	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	1.0	0.0	0.0	-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	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		Y42	Psychiatric Social Worker I					1.0	0.0	0.0	-1.0
Total - Mental Health Department								399.0	407.0	414.0	15.0
0168	Office of Affordable Housing										
	1170	OAH Admin Fund 0001									
		B1N	Sr Mgmt Analyst					1.0	2.0	2.0	1.0
		B1P	Mgmt Analyst					1.0	0.0	0.0	-1.0
		B3N	Program Mgr II					1.0	1.0	1.0	0.0
		B77	Accountant III					1.0	1.0	1.0	0.0
		D09	Office Specialist III					1.0	1.0	1.0	0.0
		D96	Accountant Assistant					1.0	1.0	1.0	0.0
		L88	Housing Rehabilitation Spec					1.0	1.0	1.0	0.0
	016801	Housing & Community Development									
Total - Office of Affordable Housing								7.0	7.0	7.0	0.0
0417	Department of Alcohol and Drug Services										
	4600	Administration Fund 0001									
		B2J	Admin Services Mgr II					1.0	1.0	1.0	0.0
		B5X	Health Care Program Analyst II					0.0	1.0	1.0	1.0
		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	1.0	1.0	0.0
		D1E	Sr Health Services Rep					1.0	1.0	1.0	0.0
		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
		B3Z	Sr Mgmt Info Systems Analyst-U					1.0	0.0	0.0	-1.0
		G12	Information Systems Mgr II					1.0	1.0	1.0	0.0
		Q32	Information Systems Mgr II-U					1.0	0.0	0.0	-1.0
	4606	3 Principles Services Division -Fund 0001									
		D09	Office Specialist III					1.0	0.0	0.0	-1.0
		H22	Health Realization Analyst II					1.0	0.0	0.0	-1.0
		H23	Health Realization Analyst I					1.0	0.0	0.0	-1.0
	4607	Data Analysis & Evaluation Fund 0001									
		B3Z	Sr Mgmt Info Systems Analyst-U					1.0	0.0	0.0	-1.0
		F86	Mgmt Info Systems Analyst II					2.0	2.0	2.0	0.0
	4610	Children, Family & Community Svcs -F0001									
		C83	Health Care Program Mgr II					1.0	1.0	1.0	0.0
		D09	Office Specialist III					1.0	1.0	1.0	0.0
		D2E	Health Services Rep					1.0	1.0	1.0	0.0
		P30	Clinical Standards Coord					1.0	1.0	1.0	0.0
		P96	Marriage & Family Therapist II					8.0	6.0	6.0	-2.0
		P97	Marriage & Family Therapist I					0.0	3.0	3.0	3.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		Y41	Psychiatric Social Worker II	4.5	3.5	3.5		-1.0	
		Y42	Psychiatric Social Worker I	1.0	1.0	1.0		0.0	
4611	CDCR Partnership in PRC - Fund 0001								
		C83	Health Care Program Mgr II	0.0	1.0	1.0		1.0	
		D2E	Health Services Rep	0.0	1.0	1.0		1.0	
		P67	Rehabilitation Counselor	0.0	2.0	2.0		2.0	
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	
		C23	Prevention Program Analyst II	3.0	4.0	4.0		1.0	
		C24	Prevention Program Analyst I	1.0	0.0	0.0		-1.0	
		C60	Admin Assistant	1.0	1.0	1.0		0.0	
		D09	Office Specialist III	2.0	2.0	2.0		0.0	
		H22	Health Realization Analyst II	0.0	1.0	1.0		1.0	
		H23	Health Realization Analyst I	0.0	1.0	1.0		1.0	
		W71	Sr Health Care Prog Analyst	1.0	1.0	1.0		0.0	
4640	Quality Improvement Fund 0001								
		B0E	Division Dir, QI & DS, A&D	1.0	1.0	1.0		0.0	
		C06	Q I Coordinator II A&D Sv	5.0	5.0	5.0		0.0	
		C60	Admin Assistant	1.0	1.0	1.0		0.0	
		D09	Office Specialist III	0.0	1.0	1.0		1.0	
		D2E	Health Services Rep	1.0	1.0	1.0		0.0	
		W71	Sr Health Care Prog Analyst	1.0	1.0	1.0		0.0	
4642	Shelter Plus Care - Fund 0001								
		P67	Rehabilitation Counselor	2.0	2.0	2.0		0.0	
4645	Adult Services Fund 0001								
		B0C	Division Dir Adlt Tr Svc , A&D	1.0	1.0	1.0		0.0	
		C60	Admin Assistant	1.0	1.0	1.0		0.0	
		C83	Health Care Program Mgr II	1.0	1.0	1.0		0.0	
		P30	Clinical Standards Coord	1.0	1.0	1.0		0.0	
		P96	Marriage & Family Therapist II	1.0	0.0	0.0		-1.0	
4646	Employee Assist Prog Fund 0001								
		C60	Admin Assistant	1.0	1.0	1.0		0.0	
		C8A	Employee Assistance Prog Mgr	1.0	1.0	1.0		0.0	
		P96	Marriage & Family Therapist II	3.0	3.0	3.0		0.0	
4650	Medical Services Fund 0001								
		B0A	Division Dir Ad Med & Thpy Svc	1.0	1.0	1.0		0.0	
		C60	Admin Assistant	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		D2E	Health Services Rep	1.0	1.0	1.0	0.0				
		H93	Medical Assistant	1.0	1.0	1.0	0.0				
		P28	Sr Staff Physician II	4.0	4.0	4.0	0.0				
		P55	Psychiatrist III	0.5	0.5	0.5	0.0				
		S85	Licensed Vocational Nurse	9.5	9.5	9.5	0.0				
		S87	Psychiatric Technician II	1.0	1.0	1.0	0.0				
4652	Central Treatment & Recovery - Fund 0001										
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
		D2E	Health Services Rep	1.0	1.0	1.0	0.0				
		D51	Office Specialist I	0.5	0.5	0.5	0.0				
		P67	Rehabilitation Counselor	3.0	3.0	3.0	0.0				
		P96	Marriage & Family Therapist II	1.0	2.0	2.0	1.0				
		P97	Marriage & Family Therapist I	1.0	1.0	1.0	0.0				
		Y41	Psychiatric Social Worker II	3.0	2.0	2.0	-1.0				
4654	East Valley Clinic Fund 0001										
		D2E	Health Services Rep	2.0	2.0	2.0	0.0				
		P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0				
		S75	Clinical Nurse III	1.0	1.0	1.0	0.0				
		Y41	Psychiatric Social Worker II	2.0	1.0	1.0	-1.0				
		Y42	Psychiatric Social Worker I	0.0	1.0	1.0	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	0.0	1.0	1.0	1.0				
		D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0				
		D2E	Health Services Rep	3.0	1.0	1.0	-2.0				
		D51	Office Specialist I	0.0	1.0	1.0	1.0				
		P67	Rehabilitation Counselor	3.0	3.0	3.0	0.0				
		P96	Marriage & Family Therapist II	4.0	4.0	4.0	0.0				
		Y41	Psychiatric Social Worker II	3.0	4.0	4.0	1.0				
		Y42	Psychiatric Social Worker I	1.0	0.0	0.0	-1.0				
		Z96	Marriage & Family Thrpst II-U	1.0	0.0	0.0	-1.0				
4657	South County Clinic Fund 0001										
		D2E	Health Services Rep	1.0	1.0	1.0	0.0				
		P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0				
		P96	Marriage & Family Therapist II	1.0	1.0	1.0	0.0				
		S7C	Clinical Nurse III - Step C	1.0	1.0	1.0	0.0				
4673	Basn Svcs Fund 0001										
		E07	Community Worker	2.0	2.0	2.0	0.0				
4676	Dependency 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				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	5.0	5.0	5.0	0.0	
4680	Offender Treatment Program III - Fund 0001					
	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	1.0	0.0	
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	1.0	0.0	
	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	
	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	0.0	1.0	1.0	1.0	
4687	SAMHSA-Aftercare - F0001					
	P67 Rehabilitation Counselor	1.0	1.0	1.0	0.0	
	P97 Marriage & Family Therapist I	0.0	1.0	1.0	1.0	
	Y41 Psychiatric Social Worker II	1.0	0.0	0.0	-1.0	
4688	SAMSHA Developmentally Delayed-F0001					
Total - Department of Alcohol and Drug Services		165.5	166.5	166.5	1.0	
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	0.0	0.0	1.0	1.0	
	S38 Staff Developer	1.0	1.0	1.0	0.0	
	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	10.2	4.8	4.8	-5.4	
	S7A Clinical Nurse III - Step A	0.0	0.8	0.8	0.8	
	S7B Clinical Nurse III - Step B	0.0	3.8	3.8	3.8	
	S7C Clinical Nurse III - Step C	0.0	0.8	0.8	0.8	
	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	4.0	6.0	6.0	2.0	
	H18 Janitor	3.0	3.0	3.0	0.0	
	P76 Registered Dental Assistant	1.5	1.5	1.5	0.0	
	Q86 Clinical Nurse III-U	1.0	0.0	0.0	-1.0	
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	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 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	S75 Clinical Nurse III	68.7	52.9	56.9	-11.8	
	S76 Clinical Nurse II	0.0	3.7	3.7	3.7	
	S7A Clinical Nurse III - Step A	0.0	6.6	6.6	6.6	
	S7B Clinical Nurse III - Step B	0.0	4.0	4.0	4.0	
	S7C Clinical Nurse III - Step C	0.0	1.0	1.0	1.0	
	S80 Admin Nurse II	3.0	4.0	4.0	1.0	
	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	
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	
	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	4.5	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	H18 Janitor	2.0	2.0	2.0	0.0	
	P76 Registered Dental Assistant	2.0	2.0	2.0	0.0	
	P95 Attending Psychologist	2.0	2.0	2.0	0.0	
	P96 Marriage & Family Therapist II	8.0	15.1	15.1	7.1	
	S12 Utilization Review Coordinator	0.5	0.5	0.5	0.0	
	S75 Clinical Nurse III	23.6	18.6	20.1	-3.5	
	S76 Clinical Nurse II	0.0	1.5	1.5	1.5	
	S7A Clinical Nurse III - Step A	0.0	3.0	3.0	3.0	
	S7B Clinical Nurse III - Step B	0.0	1.0	1.0	1.0	
	S80 Admin Nurse II	2.0	1.0	1.0	-1.0	
	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	24.5	16.5	20.5	-4.0	
	Y42 Psychiatric Social Worker I	0.0	1.0	1.0	1.0	
	Z96 Marriage & Family Thrpst II-U	1.0	0.0	0.0	-1.0	
Total - Custody Health Services		210.5	210.6	221.1	10.6	
0418	Community Health Services					
4182	Children's Hlth Initiative & Outreach Fund 0001					
	C23 Prevention Program Analyst II	1.0	1.0	0.0	-1.0	
	C59 Ambulatory Service Mgr	1.0	1.0	0.0	-1.0	
	C60 Admin Assistant	2.0	2.0	1.0	-1.0	
	C84 Health Care Program Mgr I	1.0	1.0	1.0	0.0	
	D08 Supv Health Services Rep II	1.0	1.0	3.0	2.0	
	D1E Sr Health Services Rep	29.0	28.0	56.5	27.5	
	D44 Supv Patient Business Sv Clk	0.0	0.0	1.0	1.0	
	E04 Public Health Community Spec	1.0	1.0	1.0	0.0	
	E32 Public Health Assistant	1.0	1.0	1.0	0.0	
	J27 Health Education Associate	1.0	1.0	1.0	0.0	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved	Change	
								from 2014	
								Approved	
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	2.5	3.5	3.5	1.0			
	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	2.0	1.5	1.5	-0.5			
	S7B	Clinical Nurse III - Step B	0.0	0.5	0.5	0.5			
	S85	Licensed Vocational Nurse	1.0	1.0	2.0	1.0			
	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	2.0	1.0	1.0	-1.0			
	Y42	Psychiatric Social Worker I	0.0	1.0	1.0	1.0			
4184	TB Refugee Clinic Fund 0001								
	D1E	Sr Health Services Rep	2.0	2.0	2.0	0.0			
	D2E	Health Services Rep	3.0	3.0	3.0	0.0			
	D75	Medical Office Specialist	1.0	1.0	1.0	0.0			
	E32	Public Health Assistant	5.0	5.0	5.0	0.0			
	J26	Health Education Specialist	1.0	1.0	1.0	0.0			
	J68	Health Information Clerk II	1.0	1.0	1.0	0.0			
	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								
	D1E	Sr Health Services Rep	1.0	1.0	0.0	-1.0			
4186	ACHS STD Clinic at Lenzen - Fund 0001								
Total - Community Health Services				83.5	83.5	112.0	28.5		
0725	Valley Health Plan								
7259	VHP-Employee Wellness Program-F0380								
	B5X	Health Care Program Analyst II	0.0	1.0	1.0	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	2.0	1.0	1.0	-1.0			
072501	Valley Health Plan Group Fund 0380								
	A4D	Valley Health Plan Medical Dir	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		A4H	VHP - Chief Executive Officer					0.0	1.0	1.0	1.0
		A4J	VHP - Chief Financial Officer					0.0	1.0	1.0	1.0
		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					0.0	0.0	2.0	2.0
		B1P	Mgmt Analyst					1.0	1.0	1.0	0.0
		B1R	Assoc Mgmt Analyst B					1.0	2.0	2.0	1.0
		B2N	Admin Support Officer III					1.0	1.0	1.0	0.0
		B3N	Program Mgr II					1.0	2.0	2.0	1.0
		B3P	Program Mgr I					2.0	3.0	3.0	1.0
		B5Z	Health Care Prog Analyst Assoc					0.0	1.0	1.0	1.0
		B77	Accountant III					1.0	1.0	1.0	0.0
		B7M	Dir of Health Education					1.0	1.0	1.0	0.0
		B80	Accountant Auditor Appraiser					0.0	1.0	1.0	1.0
		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					4.0	5.0	5.0	1.0
		C19	Exec Assistant II					0.0	1.0	1.0	1.0
		C29	Exec Assistant I					2.0	2.0	2.0	0.0
		C60	Admin Assistant					1.0	1.0	1.0	0.0
		C87	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					8.0	9.0	9.0	1.0
		D35	Valley Health Plan Assistant					4.0	4.0	5.0	1.0
		D44	Supv Patient Business Sv Clk					1.0	1.0	1.0	0.0
		D48	Patient Business Serv Clerk					2.0	0.0	0.0	-2.0
		D49	Office Specialist II					1.0	1.0	1.0	0.0
		D4M	VHP Claims Examiner					7.0	11.0	13.0	6.0
		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
		R29	Pharmacy Technician					0.0	1.0	1.0	1.0
		R56	Supv Pharmacist					0.0	1.0	1.0	1.0
		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					5.0	5.0	9.0	4.0
		V10	Assistant Claims Manager					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 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	W71 Sr Health Care Prog Analyst	3.0	4.0	6.0	3.0	
	X17 Exec Assistant I-ACE	1.0	0.0	0.0	-1.0	
	Y03 Medical Social Worker II	1.0	1.0	1.0	0.0	
Total - Valley Health Plan		85.0	99.0	110.0	25.0	

0921 Santa Clara Valley Medical Center

092106 SCVMC Operations Fund 0060

A14	Dir of Nursing Services	1.0	1.0	1.0	0.0	
A15	Chief Financial Ofc SCVH & HS	1.0	1.0	1.0	0.0	
A1E	SCVMC-Chief Exec Officer	2.0	1.0	1.0	-1.0	
A1U	Dir, Primary & Comm Hlth Servs	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	0.0	1.0	1.0	1.0	
A4A	Chief Medical Officer	2.0	1.0	1.0	-1.0	
A4B	Hospital Medical Director	1.0	1.0	1.0	0.0	
A4E	Chief Dentist	1.0	1.0	1.0	0.0	
A4F	Dir, Fin Planning & Performance	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	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	0.0	1.0	1.0	1.0	
B03	Media Specialist Coordinator	0.0	0.0	1.0	1.0	
B05	Dir of Cardiovascular Services	1.0	1.0	1.0	0.0	
B19	Health Program Spec	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	5.0	6.0	6.0	1.0	
B1P	Mgmt Analyst	7.0	7.0	7.0	0.0	
B1R	Assoc Mgmt Analyst B	2.0	1.0	1.0	-1.0	
B1T	Assoc Mgmt Analyst A	1.0	2.0	2.0	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	
B3A	Clinical Admin Suppt Offcr I	2.0	3.0	3.0	1.0	
B3B	Clinical Admin Suppt Offcr II	2.0	1.0	1.0	-1.0	
B3C	Clinical Admin Suppt Offcr III	4.0	3.0	3.0	-1.0	
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	4.0	3.0	3.0	-1.0	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B3P	Program Mgr I	0.0	1.0	1.0	1.0				
B3V	Sr Mgmt Info Systems Analyst	26.0	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	0.0	1.0	1.0	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	10.0	10.0	10.0	0.0				
B5Y	Health Care Program Analyst I	6.0	6.0	6.0	0.0				
B5Z	Health Care Prog Analyst Assoc	0.0	1.0	1.0	1.0				
B66	Deputy Dir of Mgmt Info Svcs	1.0	1.0	0.0	-1.0				
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	0.0	1.0	1.0	1.0				
B76	Sr Accountant	2.0	2.0	3.0	1.0				
B77	Accountant III	3.0	3.0	4.0	1.0				
B78	Accountant II	2.0	2.0	3.0	1.0				
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	5.0	5.0	0.0				
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0				
B9D	Health Care Fin Analyst I	5.0	2.0	2.0	-3.0				
B9E	Health Care Fin Analyst II	3.0	7.0	7.0	4.0				
B9F	Sr Health Care Fin Analyst	20.0	18.0	19.0	-1.0				
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	0.0	2.0	2.0	2.0				
C10	Dir Patient Business Services	1.0	1.0	1.0	0.0				
C13	Healthcare Serv Bsns Dev Anal	9.0	9.0	9.0	0.0				
C14	Health & Hosp Sys Info Sv Dir	1.0	1.0	1.0	0.0				
C23	Prevention Program Analyst II	0.0	0.0	1.0	1.0				
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				
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	3.0	3.0	4.0	1.0				
C5C	Dir Care, Cont, Perf, An & Spt	1.0	1.0	1.0	0.0				
C60	Admin Assistant	28.3	29.3	30.3	2.0				
C67	Asst Dir Patient Business Svcs	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		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
C84	Health Care Program Mgr I	2.0	2.0	2.0	0.0				
C87	Q I Coord-SCVMC	9.0	9.5	10.5	1.5				
C91	Accounts Payable Mgr HL Hos Sy	1.0	1.0	2.0	1.0				
C94	Mgr Of Volunteer Services	1.0	1.0	1.0	0.0				
D02	Medical Unit Clerk	75.3	69.8	69.8	-5.5				
D04	Tumor Registrar	0.5	0.5	0.5	0.0				
D08	Supv Health Services Rep II	7.0	8.0	6.0	-1.0				
D09	Office Specialist III	25.4	25.9	25.9	0.5				
D0B	Clinical Nurse II - Step B	1.3	0.5	0.5	-0.8				
D0C	Clinical Nurse II - Step C	0.0	0.8	0.8	0.8				
D10	Supv Health Services Rep I	2.0	1.0	1.0	-1.0				
D1E	Sr Health Services Rep	110.0	113.0	85.0	-25.0				
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	261.2	260.7	280.5	19.3				
D3A	Resources Scheduling Rep	8.0	8.0	8.0	0.0				
D44	Supv Patient Business Sv Clk	11.0	11.0	10.0	-1.0				
D45	Sr Patient Business Svcs Clk	19.0	19.0	19.0	0.0				
D48	Patient Business Serv Clerk	79.5	79.5	79.5	0.0				
D49	Office Specialist II	7.5	7.0	8.0	0.5				
D50	Medical Translator	21.5	21.5	24.5	3.0				
D51	Office Specialist I	7.5	7.5	7.5	0.0				
D56	Supv, Hlth Info Mgmt Svcs	2.0	2.0	2.0	0.0				
D75	Medical Office Specialist	2.0	2.0	2.0	0.0				
D76	Medical Admin Assistant II	25.0	25.0	25.0	0.0				
D79	Medical Admin Assistant I	20.5	20.5	20.5	0.0				
D87	Medical Transcriptionist	8.0	2.0	2.0	-6.0				
D8C	Medical Admin Asst II - ACE	2.0	2.0	2.0	0.0				
D94	Supv Account Clerk II	4.0	4.0	4.0	0.0				
D96	Accountant Assistant	11.0	11.0	11.0	0.0				
D97	Account Clerk II	26.5	26.5	26.5	0.0				
D98	Account Clerk I	1.0	1.0	1.0	0.0				
E04	Public Health Community Spec	1.0	1.0	1.0	0.0				
E07	Community Worker	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	0.0	0.0	-1.0				
E28	Messenger Driver	5.5	5.5	5.5	0.0				
E2A	Psychiatric Nurse II - Step A	0.0	2.0	2.0	2.0				
E2B	Psychiatric Nurse II - Step B	7.0	5.0	5.0	-2.0				
E2C	Psychiatric Nurse III- Step C	4.0	2.0	2.0	-2.0				
E2D	Telecomm/Facilities Mgr-SCVHHS	0.0	1.0	1.0	1.0				
E32	Public Health Assistant	7.0	7.0	7.0	0.0				
E40	Library Assistant II	0.5	0.5	0.5	0.0				
E60	Mobile Outreach Driver	2.0	2.0	3.0	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
						F14	Legal Clerk	3.5	0.5	0.5	-3.0
						F16	Legal Clerk Trainee	0.0	3.0	3.0	3.0
						F86	Mgmt Info Systems Analyst II	4.0	7.0	7.0	3.0
						F89	Mgmt Info Systems Analyst I	1.5	1.5	1.5	0.0
						G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
						G12	Information Systems Mgr II	13.0	15.0	13.0	0.0
						G14	Information Systems Mgr I	23.0	20.0	20.0	-3.0
						G1B	Call Center Mgr, Valley Conn	0.0	1.0	1.0	1.0
						G28	Info Systems Analyst II	56.0	46.0	46.0	-10.0
						G29	Info Systems Analyst I	1.0	6.0	6.0	5.0
						G38	Info Systems Tech III	4.0	4.0	4.0	0.0
						G4L	Network Engineer-SCVHHS	6.0	6.0	6.0	0.0
						G50	Info Systems Tech II	27.6	26.0	26.0	-1.6
						G52	Hospital Communications Opr	11.5	11.5	11.5	0.0
						G65	Mgmt Info Svcs Project Mgr	3.0	3.0	3.0	0.0
						G66	Operating Room Storekeeper	4.0	6.8	6.8	2.8
						G68	Mgmt Info Svcs Mgr II	8.0	12.0	12.0	4.0
						G69	Mgmt Info Svcs Mgr I	1.0	0.0	0.0	-1.0
						G6M	Management Info Svcs Mgr III	3.0	0.0	0.0	-3.0
						G81	Storekeeper	6.0	6.0	6.0	0.0
						G82	Stock Clerk	27.9	26.9	26.9	-1.0
						G84	Central Supply Distribtn Supv	4.0	4.0	4.0	0.0
						H12	Janitor Supervisor	8.0	8.0	9.0	1.0
						H17	Utility Worker	3.0	3.0	3.0	0.0
						H18	Janitor	209.9	209.9	212.9	3.0
						H30	Health Center Manager	12.0	12.0	12.0	0.0
						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	4.0	4.0	6.0	2.0
						H60	Cook I	3.0	3.0	3.0	0.0
						H64	Dietetic Assistant	3.5	3.5	3.5	0.0
						H66	Food Service Worker II	7.0	7.0	7.0	0.0
						H67	Food Service Worker I	23.0	23.0	25.0	2.0
						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	167.2	164.7	166.7	-0.5
						J04	Coder III - Inpatient	7.0	6.0	6.0	-1.0
						J05	Coder II	6.0	7.0	7.0	1.0
						J06	Coder I	1.0	1.0	1.0	0.0
						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 & HIMMS	1.0	1.0	1.0	0.0
						J1A	Epic Application Coordinator	24.0	23.0	23.0	-1.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
J1B	Epic Instructional Designer	8.0	11.0	11.0	3.0				
J1C	Epic Interface Analyst II	5.0	5.0	5.0	0.0				
J1E	Epic Report Writer II	8.0	5.0	5.0	-3.0				
J1G	Epic Senior Application Coordinator	1.0	20.0	20.0	19.0				
J1H	Epic Senior Instructional Designer	1.0	0.0	0.0	-1.0				
J1I	Epic Senior Interface Analyst	1.0	1.0	1.0	0.0				
J1J	Epic Senior Report Writer	0.0	3.0	3.0	3.0				
J1K	Instructional Design Manager, SCVHHS	1.0	1.0	1.0	0.0				
J1M	Epic Server Systems Engineer II	4.0	3.0	3.0	-1.0				
J1N	Epic Sr Server Systems Engineer	3.0	6.0	6.0	3.0				
J1R	Epic Application Builder III	1.0	1.0	1.0	0.0				
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	0.0	1.0	1.0	1.0				
J25	Epidemiologist II	0.0	1.0	1.0	1.0				
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	0.0	1.0	1.0	1.0				
J67	Health Information Clerk III	24.0	20.0	20.0	-4.0				
J68	Health Information Clerk II	72.5	30.5	30.5	-42.0				
J69	Health Information Clerk I	12.0	5.0	5.0	-7.0				
J70	Medical Librarian	1.0	1.0	1.0	0.0				
J75	Asst Dir, Hlth Info Mgmt Svcs	3.0	2.0	2.0	-1.0				
J77	Health Information Tech II	8.0	7.0	7.0	-1.0				
J78	Health Information Tech I	5.0	5.0	5.0	0.0				
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0				
K03	Biomedical Equipment Tech II	8.5	8.0	8.0	-0.5				
K06	Biomedical Equipment Tech I	1.5	2.0	2.0	0.5				
K13	Assoc Telecommunications Tech	1.0	1.0	1.0	0.0				
K16	Telecommunications Engineer	1.0	1.0	1.0	0.0				
K18	Sr Telecommunications Tech	1.0	1.0	1.0	0.0				
K19	Medical Equipment Repairer	2.0	2.0	2.0	0.0				
K79	Geographic Info Sys Tech II	0.0	1.0	1.0	1.0				
K94	Electronic Repair Technician	3.0	3.0	4.0	1.0				
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0				
L35	Telecommunications Technician	4.0	4.0	5.0	1.0				
L67	Capital Projects Mgr III	1.0	1.0	1.0	0.0				
L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0				
M47	General Maint Mechanic II	10.0	10.0	10.0	0.0				
M51	Carpenter	4.0	4.0	4.0	0.0				
M55	Sr Carpenter	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				



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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		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	1.0	1.0	0.0				
		N23	Dir of Facilities SCVHHS	1.0	1.0	1.0	0.0				
		N29	Maintenance Coord-VMC	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	0.0	0.0	2.0	2.0				
		N96	Hospital Stationary Engineer	9.0	9.0	10.0	1.0				
		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	10.0	11.0	11.0	1.0				
		P35	Post Graduate Year IV	10.0	8.0	8.0	-2.0				
		P36	Post Graduate Year III	24.0	20.0	20.0	-4.0				
		P37	Post Graduate Year II	23.0	24.0	24.0	1.0				
		P39	Post Graduate Year I	46.0	50.0	50.0	4.0				
		P40	Pharmacist Specialist	13.5	13.5	13.5	0.0				
		P41	Physician-VMC	330.1	332.1	333.6	3.5				
		P47	Optometrist	1.5	2.0	2.0	0.5				
		P48	Ophthalmic Technician	1.8	1.8	1.8	0.0				
		P49	Psychiatrist III-MH	0.0	5.0	5.0	5.0				
		P55	Psychiatrist III	35.5	37.5	38.5	3.0				
		P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0				
		P67	Rehabilitation Counselor	0.5	0.5	0.5	0.0				
		P71	Operating Room Clerk	6.5	6.5	6.5	0.0				
		P76	Registered Dental Assistant	13.0	13.0	13.0	0.0				
		P81	Pharmacist Tech Sys Spec	1.0	1.0	1.0	0.0				
		P82	Operating Room Aide	13.3	13.3	13.3	0.0				
		P84	Obstetric Technician	5.3	5.3	5.3	0.0				
		P85	Clinical Audiologist	1.0	1.0	1.0	0.0				
		P95	Attending Psychologist	1.1	1.1	1.1	0.0				
		P9A	Hospital Clinical Psych	6.3	6.3	6.3	0.0				
		Q2K	Supv Account Clerk II-U	0.0	0.0	1.0	1.0				
		Q33	Information Systems Mgr I-U	1.0	0.0	0.0	-1.0				
		Q3E	Sr Health Care Prog Analyst-U	1.0	0.0	0.0	-1.0				
		Q3G	Pharmacist Tech Sys Spec-U	3.0	3.0	3.0	0.0				
		Q86	Clinical Nurse III-U	1.0	0.0	0.0	-1.0				
		Q96	Community Worker-U	1.0	0.0	0.0	-1.0				
		Q98	Dentist-U	8.7	8.9	8.9	0.2				
		R06	Dir Nutrition & Food Services	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 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R10	Physical Therapist III	8.5	8.5	8.5	0.0	
R11	Physical Therapist II	27.8	28.3	28.3	0.5	
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	21.4	14.2	14.2	-7.2	
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	15.1	13.1	13.1	-2.0	
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	9.0	9.0	0.0	
R1F	Sr Clinical Lab Scientist I	59.5	60.5	61.5	2.0	
R1G	Asst Supv Clin Lab Scientist	6.0	6.0	6.0	0.0	
R1L	Speech Language Pathologist I	1.0	1.0	1.0	0.0	
R1P	Physical Therapist I	9.0	7.5	7.5	-1.5	
R1R	Recreation Therapist I	1.0	1.0	1.0	0.0	
R1S	Respiratory Care Prac II	26.9	37.2	37.2	10.3	
R1T	Occupational Therapist I	3.0	5.0	5.0	2.0	
R25	Dir of Pharmacy Svcs SCVHHS	1.0	1.0	1.0	0.0	
R26	Asst Dir of Pharmacy Services	2.0	2.0	2.0	0.0	
R27	Pharmacist	98.5	100.5	100.5	2.0	
R29	Pharmacy Technician	124.0	128.0	130.0	6.0	
R2C	Occupational Therapy Asst II	3.0	3.0	3.0	0.0	
R2I	Pharmacy Assistant	4.0	4.0	4.0	0.0	
R2L	Clinical Dietitian II	15.3	15.3	17.3	2.0	
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	
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	1.0	1.0	0.0	
R38	Speech Language Path II	7.0	7.0	7.0	0.0	
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	9.0	9.0	0.0	
R57	Cytotechnologist	1.5	2.5	2.5	1.0	
R58	Sr Cytotechnologist	1.0	0.0	0.0	-1.0	
R59	Supv Clinical Lab Scientist	10.0	10.0	10.0	0.0	
R62	Clinical Laboratory Scientist	13.5	14.5	14.5	1.0	
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	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
R65	Sr Histologic Technician	3.0	3.0	3.0	0.0				
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0	0.0				
R6A	MRI Technologist - Angio	1.0	1.0	1.0	0.0				
R6C	MRI Technologist - CT	5.0	5.0	5.0	0.0				
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	66.0	67.0	68.0	2.0				
R78	Anesthesia Technician	5.0	5.0	5.0	0.0				
R7B	Diagnostic Imaging Info SS II	1.0	1.0	1.0	0.0				
R7F	Medical Laboratory Asst III	7.0	6.0	6.0	-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	1.5	1.5	0.0				
R88	Diagnostic Imaging Tech II	2.0	1.0	1.0	-1.0				
R8A	Diag Imaging Tech II- Mammo	1.0	0.0	0.0	-1.0				
R8B	Diag Imaging Tech II-CT	5.0	5.0	5.0	0.0				
R8C	Diag Imaging Tech I-Fluoroscopy	20.6	22.6	22.6	2.0				
R8D	Diag Imaging Tech I -Mammo	10.0	11.0	11.0	1.0				
R8E	Diag Imaging Tech I-CT	13.0	12.0	12.0	-1.0				
R8F	Diag Imaging Tech I-CT & Mammo	3.0	2.0	2.0	-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	2.0	2.0	3.0	1.0				
S06	Central Supply Tech II	23.5	23.5	23.5	0.0				
S07	Q I Mgr-Ambulatory CHS	1.0	1.0	1.0	0.0				
S11	Assistant Nurse Manager	34.0	37.0	37.0	3.0				
S12	Utilization Review Coordinator	18.3	18.3	18.3	0.0				
S18	Patient Services Case Coord	20.4	20.4	20.4	0.0				
S1V	Cert Reg Nrs Anesthetist	5.0	5.0	5.0	0.0				
S23	Operating Room Technician	18.1	18.1	18.1	0.0				
S27	Mgr of Supply Proc, Proc Dist	4.0	3.0	3.0	-1.0				
S2A	Assistant Nurse Manager Step A	3.0	5.0	5.0	2.0				
S2B	Assistant Nurse Manager Step B	17.0	14.0	14.0	-3.0				
S2C	Assistant Nurse Manager Step C	21.0	20.0	20.0	-1.0				
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	4.1	4.1	0.0				
S38	Staff Developer	8.8	9.8	9.8	1.0				
S39	Nurse Coordinator	28.2	28.7	29.5	1.3				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2014	
Cost Center Number and Name		2014 Positions		2015	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S3A	Nurse Coordinator - Step A	4.5	4.5	4.5	0.0	
S3B	Nurse Coordinator - Step B	7.3	6.5	7.0	-0.3	
S3C	Nurse Coordinator - Step C	6.0	6.3	6.3	0.3	
S3D	Dir Crt Cr Emer & Perio Nrsng	0.0	1.0	1.0	1.0	
S3M	Monitor Technician	11.0	11.0	11.0	0.0	
S42	Nrs Mgr Critical Care	4.0	4.0	4.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	16.8	16.8	16.8	0.0	
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	68.0	70.0	70.0	2.0	
S59	Nurse Practitioner	49.4	49.4	50.4	1.0	
S5A	Staff Developer - Step A	1.0	2.0	2.0	1.0	
S5B	Staff Developer - Step B	2.0	1.0	1.0	-1.0	
S5C	Staff Developer - Step C	4.1	3.1	3.1	-1.0	
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 Pernal 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	3.5	3.5	0.0	
S69	Q I Mgr - Inpatient Nursing	1.0	1.0	1.0	0.0	
S6A	Ultrasonographer I - A	2.0	0.0	0.0	-2.0	
S6B	Ultrasonographer I - B	5.0	6.0	6.0	1.0	
S6C	Ultrasonographer I - C	1.0	2.0	2.0	1.0	
S71	Trauma Program Coord	1.0	1.0	1.0	0.0	
S72	Q I Mgr - Acute Psych Svcs	1.0	1.0	1.0	0.0	
S75	Clinical Nurse III	630.1	642.7	651.8	21.7	
S76	Clinical Nurse II	103.3	95.4	95.4	-7.9	
S7A	Clinical Nurse III - Step A	31.2	39.8	40.7	9.5	
S7B	Clinical Nurse III - Step B	77.1	55.7	55.7	-21.4	
S7C	Clinical Nurse III - Step C	42.0	44.1	45.1	3.1	
S80	Admin Nurse II	9.2	9.2	9.2	0.0	
S81	Nrs Mgr Neonatal ICU	1.0	1.0	1.0	0.0	
S84	Nrs Mgr Mental Health Nursing	2.0	2.0	2.0	0.0	
S85	Licensed Vocational Nurse	105.8	108.3	114.3	8.5	
S87	Psychiatric Technician II	11.5	14.0	14.0	2.5	
S89	Clinical Nurse I	11.6	24.8	24.8	13.2	
S90	Dir Nursing Acute Psych Svcs	1.0	1.0	1.0	0.0	
S91	Emergency Room Tech	21.6	21.6	21.6	0.0	
S93	Hospital Services Asst II	138.9	143.7	144.1	5.2	
S95	Hospital Services Asst I	16.0	16.0	16.0	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		2014 Positions		2015	Amount Change from 2014
								Approved	Adjusted	Recommended	Approved
		S9B	Ultrasonographer II - B	0.8	2.8	2.8	2.0				
		S9C	Ultrasonographer II - C	3.0	3.0	3.0	0.0				
		S9D	Ultrasonographer II - D	11.8	13.8	13.8	2.0				
		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	58.5	58.5	0.0				
		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	0.0	14.0	14.0	14.0				
		U98	Protective Services Officer	37.5	37.5	39.5	2.0				
		U9D	Supv Protective Svcs Officer	7.0	7.0	7.0	0.0				
		V5F	Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0				
		W67	Graduate Intern Pharmacist-U	2.0	4.0	4.0	2.0				
		W71	Sr Health Care Prog Analyst	9.0	9.0	9.0	0.0				
		X09	Sr Office Specialist	5.8	5.3	5.3	-0.5				
		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	27.6	25.1	25.1	-2.5				
		Y04	Medical Social Worker I	1.0	4.5	4.5	3.5				
		Y0A	Nurse Practitioner - Step A	2.0	3.0	3.0	1.0				
		Y0B	Nurse Practitioner - Step B	2.0	1.0	1.0	-1.0				
		Y0C	Nurse Practitioner - Step C	3.6	3.6	3.6	0.0				
		Y41	Psychiatric Social Worker II	20.5	20.5	19.5	-1.0				
		Y42	Psychiatric Social Worker I	1.0	1.0	0.0	-1.0				
		Y52	Project Mgr, Medicaid Coverage Exp Prog	1.0	1.0	1.0	0.0				
		Z1B	Accounting Manager-SCVHHS	2.0	4.0	5.0	3.0				
		Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	1.0	0.0				
		Z1D	SCVHHS Reimbmnt Mgr/Asst Ctrl	2.0	0.0	0.0	-2.0				
Total - Santa Clara Valley Medical Center				5,249.4	5,268.9	5,315.9	66.5				
Total - Health Department				6,632.9	6,671.0	6,781.0	148.1				
Total - Santa Clara Valley Health and Hospital System				6,632.9	6,671.0	6,781.0	148.1				



Housing, Land Use, Environment and Transportation

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
						Change from 2014			
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			
	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			
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0			
	B3N	Program Mgr II	0.0	1.0	0.0	0.0			
	B3P	Program Mgr I	1.0	0.0	0.0	-1.0			
	B76	Sr Accountant	1.0	1.0	1.0	0.0			
	B77	Accountant III	1.0	0.0	0.0	-1.0			
	B78	Accountant II	0.0	1.0	1.0	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			
	C60	Admin Assistant	1.0	0.0	0.0	-1.0			
	D09	Office Specialist III	6.0	6.5	6.5	0.5			
	D51	Office Specialist I	0.5	0.0	0.0	-0.5			
	D55	Board Clerk I	1.0	1.0	1.0	0.0			
	D97	Account Clerk II	0.0	1.0	1.0	1.0			
	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			
	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	1.0	1.0	2.0	1.0			
	L09	Assoc Plan Check Engineer	5.0	5.0	6.0	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	1.0	1.0	0.0	-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	0.0	0.0	1.0	1.0			
	L83	Planner III	13.0	13.0	13.0	0.0			
	L84	Planner II	1.0	1.0	1.0	0.0			
	N04	Sr Building Inspector	3.0	3.0	3.0	0.0			



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	N06	Building Inspector	9.0	9.0	9.0	0.0				
	N27	Supv Construction Inspector	1.0	1.0	1.0	0.0				
	N31	Sr Construction Inspector	2.0	2.0	2.0	0.0				
	N33	Permit Technician	4.0	5.0	8.0	4.0				
	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			83.0	84.0	88.0	5.0				
0710	Parks and Recreation Department									
5803	Martial Cottle Park - Fund 0039									
	B3N	Program Mgr II	1.0	0.0	0.0	-1.0				
	H17	Utility Worker	1.0	0.0	0.0	-1.0				
	T09	Park Ranger II	0.0	0.0	1.0	1.0				
	T16	Park Maintenance Worker II	0.0	0.0	2.0	2.0				
	T32	Park Services Attendant	0.0	0.0	1.0	1.0				
5851	Volunteer Program Fund 0039									
	B3P	Program Mgr I	1.0	1.0	1.0	0.0				
	T20	Parks Volunteer Coord	1.0	1.0	1.0	0.0				
5852	Interpretive Program Fund 0039									
	B3N	Program Mgr II	1.0	1.0	1.0	0.0				
	T31	Parks Interpreter	6.5	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	0.0	1.0	1.0	1.0				
	T35	Parks Natural Resources Pg Sup	1.0	1.0	1.0	0.0				
	T36	Parks Natural Resources Tech	3.0	3.0	3.0	0.0				
5907	Planning & Dev Fund 0039									
	C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0				
	C73	Assoc Real Estate Agent	2.0	2.0	2.0	0.0				
	K79	Geographic Info 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	2.3	2.3	0.0				
	L86	Planner III- U	0.0	1.0	1.0	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				
	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	4.0	4.0	0.0				



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		2014 Positions		2015	Amount Change from 2014
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved		
Job Class Code and Title							
	B3N Program Mgr II	1.0	2.0	2.0	1.0		1.0
	T23 Parks Outdoor Recreation Coord	1.0	1.0	1.0	0.0		0.0
	T46 Envir Hlth Sfty Comp Spc Wsa	1.0	1.0	1.0	0.0		0.0
	W1N Sr Mgmt Analyst-U	0.0	0.0	1.0	1.0		1.0
	W1P Mgmt Analyst-U	0.0	1.0	1.0	1.0		1.0
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	0.0		0.0
071011	Customer & Business Svcs Fund 0039						
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0		0.0
	B2Z Admin Support Officer III-ACE	1.0	1.0	1.0	0.0		0.0
	B76 Sr Accountant	1.0	1.0	1.0	0.0		0.0
	B77 Accountant III	1.0	1.0	1.0	0.0		0.0
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0		0.0
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0		0.0
	D09 Office Specialist III	9.0	9.0	10.0	1.0		1.0
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0		0.0
	D97 Account Clerk II	4.0	4.0	4.0	0.0		0.0
	E28 Messenger Driver	1.0	1.0	1.0	0.0		0.0
	G14 Information Systems Mgr I	1.0	1.0	1.0	0.0		0.0
	T18 Park Use Coord	1.0	1.0	1.0	0.0		0.0
	T22 Parks Training Coord	1.0	1.0	1.0	0.0		0.0
071013	Park Operations Fund 0039						
	B6K Mgr Park Ranger Operations	1.0	1.0	1.0	0.0		0.0
	T08 Sr Park Ranger	9.0	9.0	9.0	0.0		0.0
	T09 Park Ranger II	42.0	39.0	39.0	-3.0		-3.0
	T14 Park Ranger I	0.0	3.0	3.0	3.0		3.0
	T16 Park Maintenance Worker II	1.0	1.0	1.0	0.0		0.0
	T29 Park Ranger Supervisor	3.0	3.0	3.0	0.0		0.0
	T31 Parks Interpreter	0.0	1.0	1.0	1.0		1.0
	T32 Park Services Attendant	12.0	12.0	12.0	0.0		0.0
	T37 Parks Rangemaster II	1.0	1.0	1.0	0.0		0.0
	T38 Parks Rangemaster I	3.0	3.0	3.0	0.0		0.0
071014	Park Maintenance Fund 0039						
	B6J Mgr of Park Maintenance Svcs	1.0	1.0	1.0	0.0		0.0
	G81 Storekeeper	1.0	1.0	1.0	0.0		0.0
	G82 Stock Clerk	0.5	0.5	0.5	0.0		0.0
	H17 Utility Worker	1.0	1.0	1.0	0.0		0.0
	M17 Fleet Services Mechanic	1.0	1.0	1.0	0.0		0.0
	M18 Fleet Services Asst Mechanic	1.0	1.0	1.0	0.0		0.0
	T03 Park Field Support Mgr	1.0	1.0	1.0	0.0		0.0
	T13 Park Equipment Operator	3.0	3.0	3.0	0.0		0.0
	T16 Park Maintenance Worker II	39.0	38.0	38.0	-1.0		-1.0
	T17 Park Maintenance Worker I	3.0	4.0	4.0	1.0		1.0
	T27 Sr Park Maintenance Worker	11.0	11.0	11.0	0.0		0.0
	T30 Park Maintenance Supervisor	4.0	4.0	4.0	0.0		0.0
	T93 Park Maintenance Crew Chief	1.0	1.0	1.0	0.0		0.0



Housing, Land Use, Environment and Transportation (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from 2014
Job Class Code and Title		2014 Positions		2015	Approved	
		Approved	Adjusted	Recommended		
T95	Park Maintenance Crafts Worker	3.0	3.0	3.0	0.0	
Total - Parks and Recreation Department		209.3	211.3	217.3	8.1	
Total - Environmental Resource Departments		292.3	295.3	305.3	13.1	

Agriculture and Environmental Management**0262 Agriculture and Environmental Mgmt**

1187	Integrated Waste Mgt Fund 0037					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	2.5	2.5	2.5	0.0	
	B1R Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0	
	B1W Mgmt Aide	1.0	0.0	0.0	-1.0	
	B3N Program Mgr II	1.0	1.0	0.0	-1.0	
	D09 Office Specialist III	1.0	1.0	0.0	-1.0	
1188	Weed Abatement Fund 0031					
	X70 Weed Abatement Coord	1.0	1.0	1.0	0.0	
	X81 Weed Abatement Inspector	1.0	1.0	1.0	0.0	
1197	Household Hazardous Waste Fund 0030					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	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	0.0	1.0	1.0	1.0	
	V03 Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0	
	V05 Agricultural Biologist III	4.0	4.0	4.0	0.0	
	V06 Agricultural Biologist II	6.0	5.0	5.0	-1.0	
	V07 Agricultural Biologist I	4.0	3.0	3.0	-1.0	
	V1B AG Biologist/Canine Handler	0.0	1.0	1.0	1.0	
5662	Clean Water Program - Fund 0001					
	B1R Assoc Mgmt Analyst B	0.0	0.0	1.0	1.0	
	B3N Program Mgr II	0.0	0.0	1.0	1.0	
5663	Weights & Measures Fund 0001					
	V26 Deputy Sealer Weight Measures	1.0	1.0	1.0	0.0	
	V27 Weights & Measures Insp III	5.0	6.5	6.5	1.5	
	V28 Weights & Measures Insp II	3.0	2.0	2.0	-1.0	
	V29 Weights & Measures Insp I	1.0	0.5	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	



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	B1R	Assoc Mgmt Analyst B	1.0	1.0	3.0	2.0				
	B2J	Admin Services Mgr II	1.0	1.0	0.0	-1.0				
	B2N	Admin Support Officer III	0.0	0.0	1.0	1.0				
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
	B76	Sr Accountant	1.0	1.0	1.0	0.0				
	B77	Accountant III	1.0	1.0	1.0	0.0				
	B78	Accountant II	2.0	0.0	0.0	-2.0				
	B80	Accountant Auditor Appraiser	1.0	2.0	2.0	1.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	G29	Exec Assistant I	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	3.0	3.0	14.0	11.0				
	D49	Office Specialist II	3.0	3.0	3.5	0.5				
	D96	Accountant Assistant	2.0	3.0	3.0	1.0				
	D97	Account Clerk II	2.0	2.0	2.0	0.0				
	X09	Sr Office Specialist	1.0	1.0	6.0	5.0				
	X17	Exec Assistant I-ACE	0.0	0.0	1.0	1.0				
5670	Animal Control Fund 0001									
	B6V	Animal Control Program Manager	1.0	1.0	1.0	0.0				
	P8A	Veterinary Assistant	1.0	1.0	2.0	1.0				
	V57	Animal Control Officer	4.0	3.0	3.0	-1.0				
	V58	Kennel Attendant	4.0	4.0	5.0	1.0				
	V5H	Senior Animal Control Officer	0.0	1.0	1.0	1.0				
	V99	Animal Shelter Supervisor	1.0	1.0	1.0	0.0				
5710	U.C. Cooperative Ext Fund 0001									
Total - Agriculture and Environmental Mgmt			80.5	80.5	102.5	22.0				
0261	Department of Environmental Health									
1194	DEH - Admin Fund 0030									
	A70	Dir Environmental Hlth Dept	1.0	1.0	1.0	0.0				
	B2J	Admin Services Mgr II	1.0	1.0	0.0	-1.0				
	B2P	Admin Support Officer II	1.0	1.0	0.0	-1.0				
	D09	Office Specialist III	2.0	2.0	0.0	-2.0				
	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	0.0	1.0	1.0	1.0				
	G29	Info Systems Analyst I	1.0	1.0	1.0	0.0				
	G50	Info Systems Tech II	0.0	1.0	1.0	1.0				
	X09	Sr Office Specialist	1.0	2.0	0.0	-1.0				
	X17	Exec Assistant I-ACE	1.0	1.0	0.0	-1.0				
026102	EHS - Planning Fund 0030									
	D09	Office Specialist III	5.0	5.0	0.0	-5.0				
	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	37.0	37.0	-1.0				



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		2014 Positions		2015	Amount
Cost Center Number and Name		Approved	Adjusted	Recommended	Change		
Job Class Code and Title		from 2014					
		Approved	Adjusted	Recommended	Approved		
	V17 Environmental Hlth Spcl Trainee	0.0	1.0	1.0	1.0		
	V18 Sr Environmental Hlth Spec	17.0	17.0	17.0	0.0		
	X09 Sr Office Specialist	2.0	2.0	0.0	-2.0		
026103	Toxics Solid & Haz Materials Fund 0030						
	D09 Office Specialist III	1.0	1.0	0.0	-1.0		
	Q12 Hazardous Materials Tech-U	0.0	2.0	2.0	2.0		
	V16 Environmental Hlth Specialist	3.0	2.0	2.0	-1.0		
	V17 Environmental Hlth Spcl Trainee	0.0	1.0	1.0	1.0		
	V18 Sr Environmental Hlth Spec	3.0	3.0	3.0	0.0		
	V19 Hazardous Materials Spec II	11.0	14.0	14.0	3.0		
	V21 Hazardous Materials Tech	2.0	2.0	2.0	0.0		
	V2B Sr Hazardous Materials Spec	5.0	5.0	5.0	0.0		
	V2C Hazardous Materials Spec I	2.0	0.0	0.0	-2.0		
	V2D Hazardous Materials Trainee	1.0	0.0	0.0	-1.0		
	V2E Environmental Health Geo/Eng	1.0	1.0	1.0	0.0		
	V52 Hazardous Materials Prgm Mgr	2.0	2.0	2.0	0.0		
	W1T Assoc Mgmt Analyst A -U	0.0	1.0	1.0	1.0		
	X09 Sr Office Specialist	2.0	1.0	0.0	-2.0		
	Z4C Hazardous Materials Spec II-U	1.0	1.0	1.0	0.0		
Total - Department of Environmental Health		112.0	117.0	101.0	-11.0		
0411	Vector Control District						
4224	Vector Control Fund 0028						
	D09 Office Specialist III	2.0	2.0	0.0	-2.0		
	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	0.0	1.0	1.0	1.0		
	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	16.0	16.0	0.0		
	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		
4225	Vector Control Fund 0199						
Total - Vector Control District		36.5	37.5	35.5	-1.0		
Total - Agriculture and Environmental Management		229.0	235.0	239.0	10.0		

Roads & Airports

0603 Roads & Airports Department - Roads

6410	Roads & Airports Admin Fund 0023					
	A1R Dir Roads & Airports Dept	1.0	1.0	1.0	0.0	



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2014 Positions		2015	Amount Change from 2014	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
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	2.0	2.0	0.0					
B78	Accountant II	1.0	1.0	1.0	0.0					
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0					
D09	Office Specialist III	1.0	1.0	1.0	0.0					
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0					
D96	Accountant Assistant	2.0	2.0	2.0	0.0					
D97	Account Clerk II	4.0	4.0	4.0	0.0					
G12	Information Systems 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	1.0	0.0	0.0	-1.0					
B2P	Admin Support Officer II	0.0	1.0	1.0	1.0					
B2R	Admin Support Officer I	2.0	2.0	1.0	-1.0					
B34	Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0					
B4R	Deputy Dir, Road Maintenance	1.0	1.0	1.0	0.0					
C35	Buyer Assistant	1.0	1.0	0.0	-1.0					
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	0.0	0.0	1.0	1.0					
G81	Storekeeper	1.0	1.0	0.0	-1.0					
L14	Sr Civil Engineer	0.0	1.0	1.0	1.0					
L16	Assoc Civil Engineer	2.0	1.0	1.0	-1.0					
M34	Roads Ops Supt-Pest Conrl 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	19.0	31.0	31.0	12.0					
N67	Road Maintenance Worker I	17.0	5.0	5.0	-12.0					
N69	Road Dispatcher	3.0	3.0	3.0	0.0					
N77	Traffic Painter Supv	1.0	1.0	1.0	0.0					
N78	Traffic Painter III	2.0	2.0	2.0	0.0					
N79	Traffic Painter II	4.0	4.0	4.0	0.0					
N80	Traffic Painter I	3.0	3.0	3.0	0.0					
V56	Environ Hlth & Safe Spt/Roads	1.0	1.0	1.0	0.0					
V5G	Environmental Hlth Safety Anal	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		2014 Positions	2015	Amount Change from 2014
						Approved	Adjusted	Recommended	Approved	
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	3.0	0.0			
	D34	Supv Clerk		1.0	1.0	1.0	0.0			
	D49	Office Specialist II		1.0	1.0	1.0	0.0			
	G88	Electrical Storekeeper		1.0	1.0	1.0	0.0			
	K64	Chief of Party		2.0	2.0	2.0	0.0			
	K66	Field Survey Technician II		1.0	1.0	1.0	0.0			
	K79	Geographic Info Sys Tech II		1.0	1.0	1.0	0.0			
	K81	Engineering Technician III		1.0	1.0	1.0	0.0			
	K82	Engineering Technician II		1.0	1.0	1.0	0.0			
	K89	Electrical Systems Supervisor		1.0	1.0	1.0	0.0			
	K91	Sr Electrical Electronic Tech		10.0	12.0	11.0	1.0			
	K92	Electrical Electronic Tech		6.0	4.0	4.0	-2.0			
	L12	County Transportation Planner		1.0	1.0	1.0	0.0			
	L14	Sr Civil Engineer		6.0	5.0	5.0	-1.0			
	L16	Assoc Civil Engineer		16.0	18.0	18.0	2.0			
	L17	Land Surveyor		1.0	1.0	1.0	0.0			
	L18	Asst Civil Engineer		7.0	5.0	5.0	-2.0			
	L19	County Traffic Engineer		1.0	1.0	1.0	0.0			
	L20	Junior Civil Engineer		0.0	1.0	1.0	1.0			
	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		2014 Positions		2015	Amount Change from 2014
Job Class Code and Title		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		255.0	255.0	252.0	-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				
C95	Airport Noise Abamt Prog Coord	1.0	1.0	0.0	-1.0				
T86	Airport Business Mgr	1.0	1.0	1.0	0.0				
T89	Airport Operations Supv	2.0	2.0	1.0	-1.0				
T90	Airport Operations Worker	8.0	8.0	8.0	0.0				
Total - Roads & Airports Dept - Airports		15.0	15.0	13.0	-2.0				
Total - Roads & Airports		270.0	270.0	265.0	-5.0				
Total - Housing, Land Use, Environment and Transportation		791.3	800.3	809.3	18.0				



