

# Fiscal Year 2016-2017 Recommended Budget



Submitted by  
**Jeffrey V. Smith, M.D., J.D.,**  
**County Executive**

Prepared by the County Executive's  
 Office of Budget and Analysis  
**Gary A. Graves, Chief Operating Officer**  
**Leslie Crowell, Deputy County Executive**

**Gregory G. Iturria**  
**County Budget Director**

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

**Traci Hess, Principal**  
 Budget Publishing Lead  
 County-wide Training Lead  
 Probation Department  
 Office of the Public Defender  
 Office of Pretrial Services  
 Criminal Justice System-wide Costs  
 Public Safety Realignment (AB 109)  
 Public Safety and Justice Committee Lead

**Erica Kelly**  
 Public Health Department  
 Community Health Services  
 SB 12 & Children's Health Initiative  
 Consumer & Environmental  
 Protection Agency  
 Planning & Development  
 Housing, Land Use, Environment &  
 Transportation Committee Lead

**Christian Sanchez**  
 Social Services Agency  
 In-Home Supportive Services  
 2012 Measure A Oversight  
 Children, Seniors & Families  
 Committee Lead

**Mike Kornder**  
 Information Services Department  
 Information Technology Three Year Plan  
 Department of Child Support Services  
 Roads & Airports Department  
 Office of the Assessor  
 OBA Website Maintenance

**Jena Trinh, Principal**  
 Supervisor  
 Personnel Expenditure Planning Lead  
 Employee Services Agency

**Liz Maldonado, Principal**  
 Supervisor  
 Health and Hospital Lead  
 Valley Medical Center

**Debbie Dills-Thompson**  
 Behavioral Health Services Department  
 Office of Supportive Housing  
 Fire Districts  
 Health and Hospital Committee Lead

**Hong Cao**  
 Finance Agency  
 Financial Status Reports  
 Financial Projections  
 2011 Realignment Coordinator  
 2012 Measure A Oversight

**Paul Phan**  
 Personnel Expenditure Planning  
 Valley Health Plan  
 Procurement Department  
 County-wide Contracting  
 Budget Publishing

**Mary Ann Barrous**  
 Agenda Review Administration  
 County Library  
 Clerk of the Board  
 County Communications  
 County Counsel

**Tony Filice, Principal**  
 Supervisor  
 Public Budget Formulation Lead  
 Office of the Sheriff  
 Custody Health  
 Department of Correction  
 Medical Examiner-Coroner

**Candace Nisby**  
 Facilities and Fleet Department  
 Five Year Capital Improvement Plan  
 Supplemental Reporting  
 1991 Realignment Coordinator  
 Budget Publishing

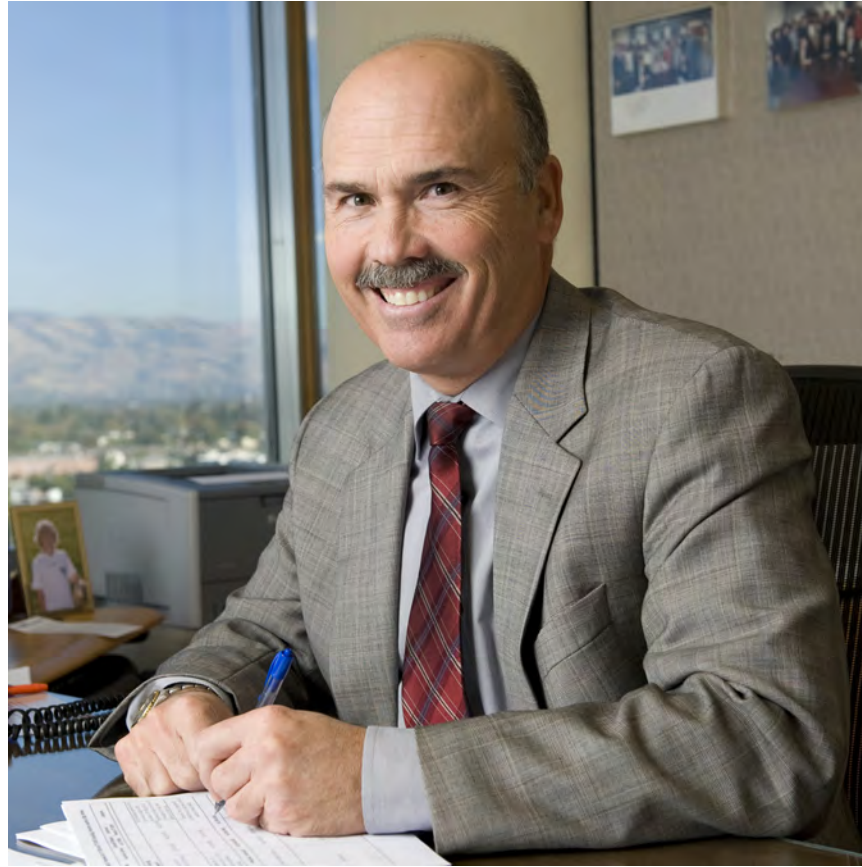
**Mercedes Garcia**  
 Office of the District Attorney  
 Office of the County Executive  
 Registrar of Voters  
 Department of Parks and Recreation  
 Finance and Government Operations  
 Committee Lead

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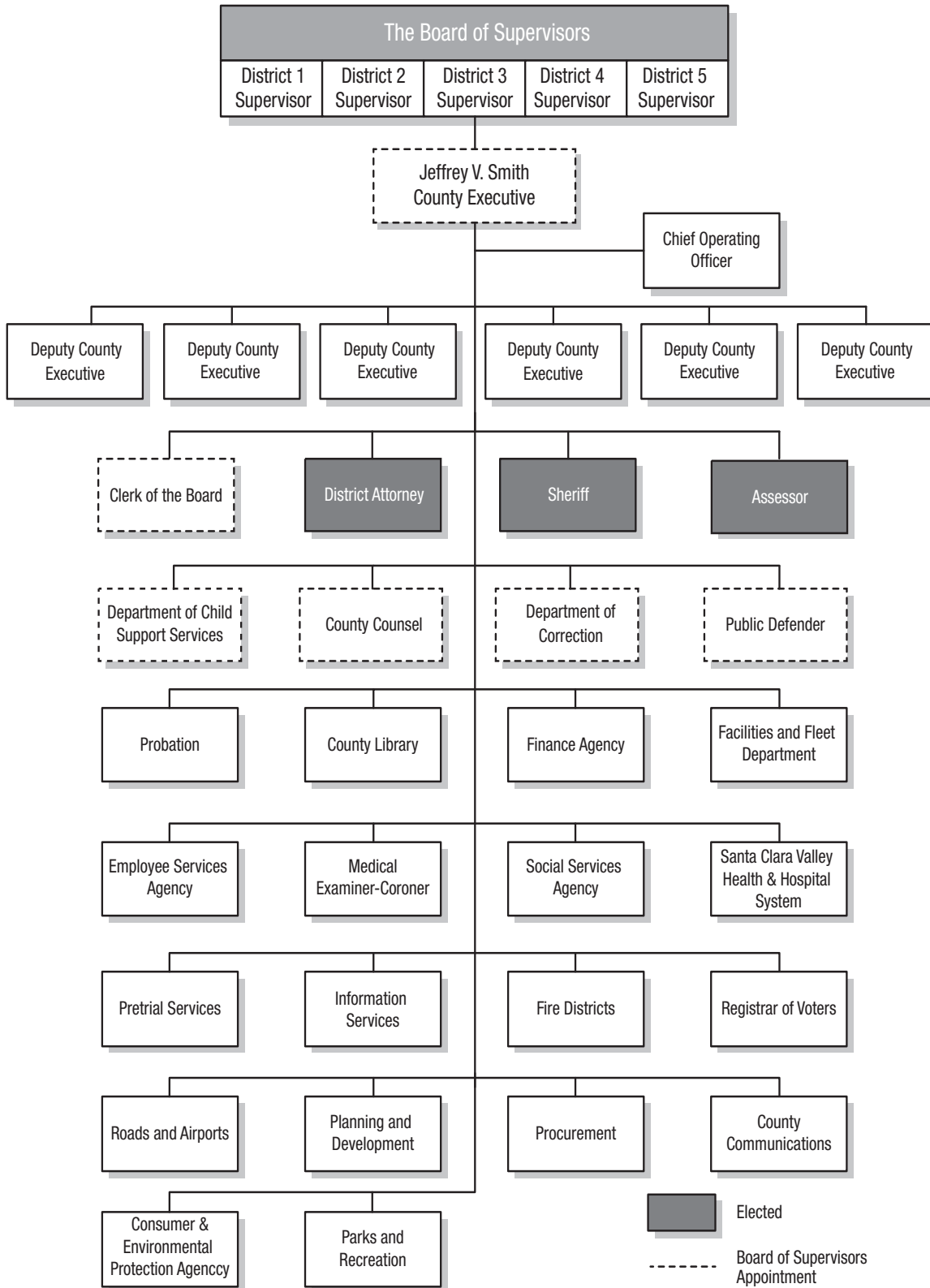
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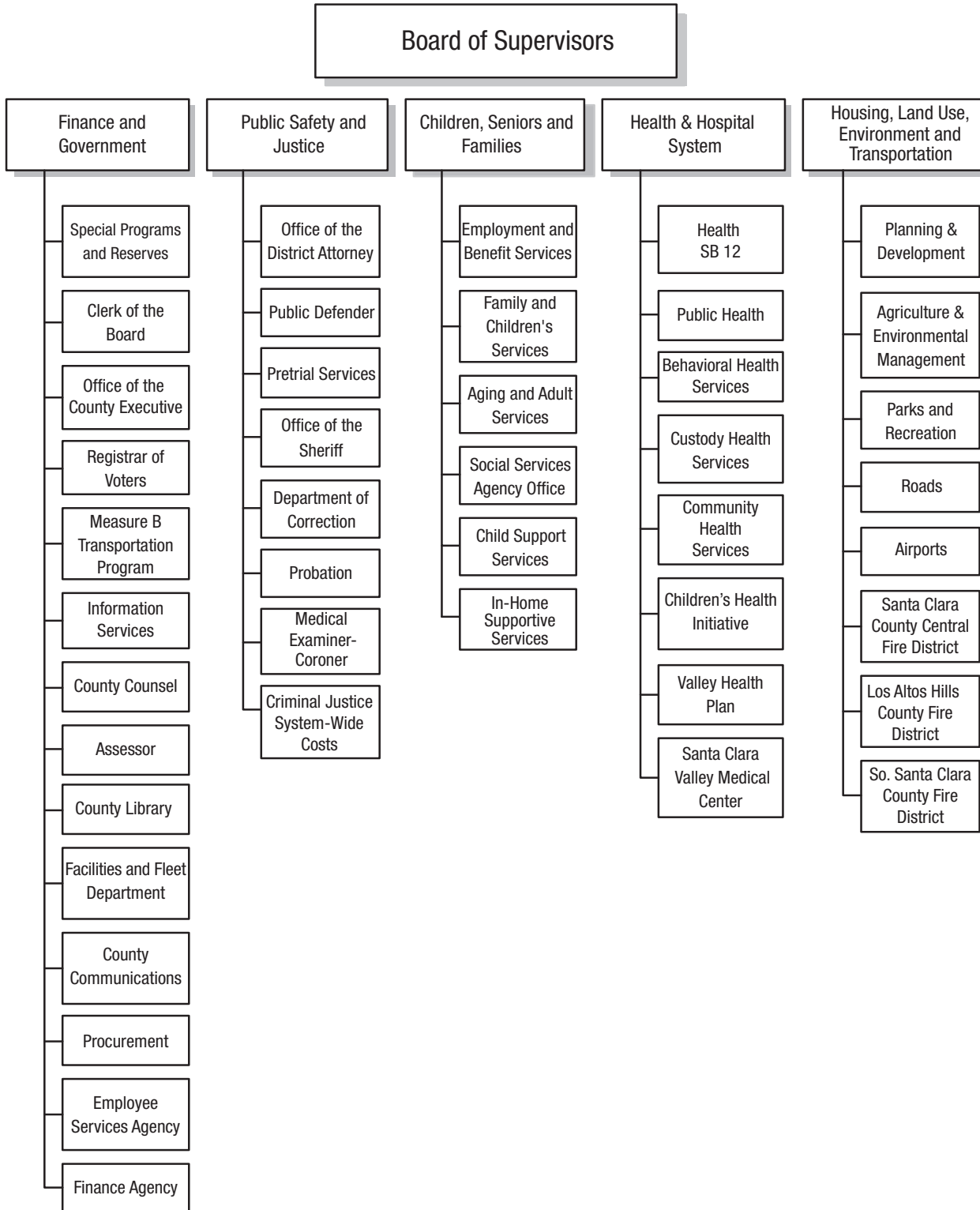
On behalf of the County of Santa Clara employees and residents, the Office of the County Executive and the Office of Budget and Analysis thank you for your many years of exceptional dedication and leadership.



# COUNTY OF SANTA CLARA ORGANIZATION CHART



## County of Santa Clara - Board Committee Structure



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# Fiscal Year 2017 County Executive's Budget Message

May 1, 2016



To: Board of Supervisors

From: Jeffrey V. Smith  
County Executive

Subject: Fiscal Year 2017 Recommended Budget

Fiscal Year 2016 has been a year of both great promise and great challenges for the County. The Recommended Budget for Fiscal Year 2017, starting July 1, asks the Board to continue to invest in essential programs as in previous years, as well as to appropriate resources needed to close a variety of gaps in service, whether those gaps are related to meeting urgent needs in the jail, or the chronic needs of maintaining County facilities. The total County budget as recommended is \$6.1 billion, of which \$3.2 billion is in the General Fund.

Not since Fiscal Year 1998 through Fiscal Year 2002 has the County experienced five successive years of growth in both revenues and expenditures. Due to the positive economic position of the County, service areas across the board are recommended for augmentations in Fiscal Year 2017, from the leasing of a new voting system for the Registrar of Voters, to addressing the needs of clients with chronic mental illness. Though we have been restoring resources in many service areas since Fiscal Year 2014, the overall growth of the County,

along with the increasingly complex nature of client needs, requires that we continue to infuse funds into our direct service departments, as well as to continue to invest in foundational support functions that permit our operating departments to perform well.

As in Fiscal Year 2016, my recommendations continue to focus on the following three areas:

- improving our correctional facilities and programs,
- providing support for the homeless, and creating affordable housing,
- building back both the human capital and physical aspects of the County's infrastructure.

The current base budget already includes resources approved by the Board of Supervisors this year for the Custody Health pilot program of \$16.6 million, as well as \$2.2 million for ADA and other inmate-related services. \$7.2 million is included in the base budget to implement recommendations of the Housing Task Force. The Recommended Budget continues to invest in these critical service areas.

During Fiscal Year 2016, we have made progress in the financial performance of Santa Clara Valley Medical Center (SCVMC), reducing the subsidy in the base budget by \$38.4 million, not including the Fiscal Year 2017 recommendations. Due to improvements in patient flow, combined with expanded funding of the Affordable Care Act, in the current year alone, we are redirecting \$75 million in SCVMC subsidy funds toward our one-time needs, which contributes to the \$403 million in one-time sources available to us for Fiscal Year 2017. A contributing factor to this improved performance is the continuing refinement of the electronic medical record data in HealthLink, creating a means by which teams of staff dedicated to improvements monitor metrics that show them real-time results of operational changes.



Where we can fund technology and staff to make similar differences in other service areas, we should do so while we have the opportunity. We need to be aware that after five years of positive economic improvement, the rate of improvement is beginning to slow somewhat. The current pace of economic progress will not continue unabated, and yet we believe that our local economy will continue to outperform the national economy due to the large number of information-based and digitally-oriented companies doing business here. Nonetheless, it will be important to monitor our revenues carefully, as well as infuse our ambitious agenda with the oversight required to bring our plans to fruition and fund programs and services that are sustainable over time.

As is the case each year, the “big three” ongoing sources of revenues are Property tax, State revenue and Federal revenue. These sources of funds remain critical to the provision of both discretionary and mandated services in the County. Discretionary revenue, at \$1.1 billion, represents 38% of the total General Fund revenues of \$2.8 billion, with roughly 62% of County revenue covering the cost of mandated services. Without the \$51 million in funds provided for by Measure A, the County could face a shortfall in the case of an economic downturn. Measure A details are described later in this document.

### **Investing in our Correctional System**

As noted above, significant investments in our Correctional system have been taking place since the advent of AB 109. The influence and requirements of AB 109, the changes in the jail population, and the receipt of a State grant to build a new jail facility provided significant reasons to focus on this area. Little did we know that even greater challenges would present themselves during the course of Fiscal Year 2016 that further highlighted the gaps in service within the jail system as a whole.

The custodial environment has borne the brunt of the County’s slow rebuilding process. The Sheriff’s Office, the Department of Correction, and Custody

Health Services were all significantly impacted by the reductions required during the great recession. Newly recommended staff and program improvements represent \$7.5 million of the \$63 million of ongoing General Fund budget recommendations. This set of recommendations strikes a balance between providing critical resources to the operating departments and encouraging changes in work processes and culture that are not solely dependent on resources alone.

**Custody Health Services Recommendations** My recommendations in the area of Custody Health Services are to continue the enhancements approved by the Board of Supervisors in December 2015 to add additional staff to provide behavioral health services, including mental health clinicians, substance use treatment clinicians, and custody staff to improve the process by which treatment is provided for this population of inmates throughout the Jail system.

New recommendations totaling \$512,625 will augment dental services, provide for night shift mental health staffing, and increase funds available to provide psychiatry services via the Traditions contract. \$3.4 million in salary savings from Behavioral Health teams funded in Fiscal Year 2016 are the source of funds for this contract. In addition, one-time funding of \$1.6 million is recommended to continue implementation of the HealthLink electronic medical record (EMR) to bring Custody Health’s EMR in line with the HealthLink system elsewhere in the HHS system. This project is slated for completion in May 2017.

**Office of the Sheriff and the Department of Corrections** My recommendations for the Office of the Sheriff and the Department of Corrections (DOC) for Fiscal Year 2017 are intended to build on efforts already taking place to immediately improve services to those with mental health and substance abuse issues. A section related specifically to the Correctional System follows this message. The Board has already approved a \$17 million ongoing investment in services for



inmates, and I am recommending additional augmentations to improve both the DOC operation, as well as the physical infrastructure.

**Office of the Sheriff Operations** The addition of six positions is recommended to address the most critical service needs. These are listed in the table below:

Program Area	Positions	Ongoing Cost/ (Savings)	One-time Cost/ (Savings)
Information Technology Resources	3	\$456,419	(\$76,000)
Fund Overtime related to Training			\$244,000
Body-worn Cameras	1	\$214,907	(\$35,818)
Internal Affairs	1	\$132,634	(\$22,106)
Cupertino Traffic Enforcement	1		
Microfilm Conversion			\$40,000
Security Assessment			\$50,000
<b>Total</b>	<b>6</b>	<b>\$803,960</b>	<b>\$200,076</b>

**DOC Operations** In addition to recommending the establishment of an ongoing reserve of \$2.5 million for jail reform and oversight to follow up on the recommendations related to expert consultants and the Blue Ribbon Commission, I am also recommending adding 35 positions to address the most critical service needs, as shown in the table below:

Program Area	Positions	Ongoing Cost/ (Savings)	One-time Cost/ (Savings)
Inmate Health and Programming	11	\$1,659,434	(\$276,572)
Inmate Programs	8	\$1,129,972	(\$188,329)
Backfill Inmate Welfare Fund Revenue		\$1,380,137	
Jail Inspections and Investigations	6	\$827,539	(\$137,923)
Add Staff for Jail Transition Team	4	\$569,746	(\$94,958)
Address Inmate Grievances	3	\$502,408	(\$83,735)
Resources for Custody Leadership	1	\$290,402	

Program Area	Positions	Ongoing Cost/ (Savings)	One-time Cost/ (Savings)
Support for Vocational Programs	2	\$188,614	(\$31,436)
Replace equipment for Food Services		\$45,000	\$262,000
<b>Total</b>	<b>35</b>	<b>\$6,593,252</b>	<b>(\$550,953)</b>

**Correctional System Physical Infrastructure** During Fiscal Year 2016, the Board approved \$5.2 million in ongoing funds, and \$22.6 million in one-time funds, for correctional facility improvements. Due to delays in the original projects, as well as re-evaluation of the most critical needs, such as those related to ADA, I recommend augmenting the original funding by an additional \$35.1 million. These one-time funds will fund four critical projects, listed in the table below. I am also recommending the establishment of \$18 million in General Fund reserves for projects at the jail that require additional analysis before setting up project specifics.

In order to prepare for the new jail facility, I am recommending staff in DOC, Facilities and Fleet, and in the Office of the County Executive work together as part of a Jail Transition Team. The table below shows the one-time projects related to the correctional system.

Project	One-time Cost
Initial funds for New Jail design and build	\$28,000,000
Replace Fire Alarm Panel at Main Jail North	\$3,635,000
Replace Cell Door Controls Elmwood M4 and M5	\$1,740,000
Design of Elmwood Perimeters	\$400,000
Reserve for Surveillance Camera System at Main Jail North	\$10,000,000
Reserve for Capital Needs related to Surveillance	\$3,000,000
Reserve for Jail Facility Capital Needs	\$5,000,000
Backlog Maintenance Projects related to the Jail	\$1,300,000
<b>Total</b>	<b>\$53,075,000</b>

### Affordable Housing and Homelessness

The County continues to take the lead in coordinating numerous projects designed to address the high cost of housing, and reducing the level of homelessness in the County. The base budget contains \$7.2 million to implement a wide



variety of recommendations of the Housing Task Force, and I am recommending an additional \$10 million in funds for three major initiatives related to housing and homelessness.

- \$3 million to create a fund to develop and provide services for 300 new units of permanent supportive housing for the chronically homeless,
- \$2 million to fund Rapid Rehousing (RRH), focusing on housing for homeless veterans, for homeless children that are part of the County's School-linked Services program, and for survivors of intimate partner violence and/or human trafficking,
- \$3 million in one-time funds for the Hamlin Court North County Temporary Cold Weather Shelter Program. These funds provide construction funding to conduct tenant improvements at this location, and,
- Just under \$2 million to add one staff person and funds to create a variety of transitional housing options in the County. These options could include emergency shelter, outreach services, transitional housing beds, and basic needs funds. These programs are itemized in the section on the Office of the County Executive.

In Fiscal Year 2017, the funding for the Office of Supportive Housing will be moved out of the Behavioral Health budget to the Office of the County Executive's budget, allowing for all of the non-mental health services components to be managed out of one office. This is a net zero cost action.

### **Rebuilding the County's Administrative Infrastructure**

For the third consecutive year, we are recommending additional resources for administrative support services as a critical step in stabilizing and improving County operations. The County has added 389 positions since July 1, 2015, and an additional 312.3 positions are recommended for Fiscal Year 2017. These 700

positions are equal to the 700 positions added between July 1, 2014 and July 1, 2015, creating challenges in all of the administrative support areas of the County.

As direct services have been rebuilt, the supports necessary to foster service provision, such as hiring, technology, procurement and facilities have not kept pace. There are currently backlogs in hiring, procurement, and project completion, as well as cramped office spaces and pent up demand for technology. For this reason, I am recommending that resources be added in all of the foundational administrative support departments.

### **Employee Services Agency (ESA)**

In the two previous fiscal years, staff have been added to ESA to reduce the cycle time of the average hire, but not at a rate that allows the Department to keep up with requisitions to hire and create new positions. The same holds true with the burgeoning number of retirees who are managed by the Employee Benefits Division of ESA. The organization has begun working on process improvements, primarily the process by which reclassification and recruitment activities are managed. In Fiscal Year 2017, additional processes will be evaluated for revision so that the Department will be more efficient. New procedures involving collaboration with operating departments on applicant review have already begun.

I am recommending a total of 13.4 FTE to address a variety of functions that are under-staffed: the Temporary Return to Work program in Workers' Compensation, services to beneficiaries and oversight of Medicare Part B and Affordable Care Act requirements, training in Labor Relations, the Equal Opportunity Division, and Learning and Employee Development, analysts to work on benefit rates and insurance premiums, and support for nursing recruitment efforts.

Technology to assist ESA to better serve customers includes online training resources and training room upgrades. If the County is to be the employer



of choice in the County, it must be prepared to serve its employees through training in both foundational aspects, such as Sexual Harassment Prevention, as well as enhancing online training to make it easier for all employees to take advantage of training offerings.

**Information Services Department (ISD)**

It is becoming increasingly clear that service delivery today is significantly dependent on technology to provide even basic service to the client or customer. Whether via an electronic medical record, an online payment, or an e-signature, for example, both the County's external and internal customers demand increasingly sophisticated technology to facilitate service provision. Furthermore, customers expect multiple modes, with privacy and security assured. The County's ISD has grown over the last few years, after being reduced over the course of the years 2002 through 2012. The service model that ISD is operating under encourages enterprise services across the board to be managed by ISD, and applications to be managed by either operating departments or ISD, depending on the complexity of the software and hardware.

Much of the enterprise had been managed in a more decentralized fashion over the years, leading to uneven service levels, lack of security, and licensing infringements. The focus this year is to shore up oversight of software licensing, optimize Microsoft Office 365 Countywide, improve our security posture, enable e-signature and workstation energy management, manage contracts more effectively, improve hiring procedures, and provide more comprehensive project management, all while adding an additional \$57.7 million in technology projects and fixed asset improvements to the County's portfolio. The largest share of this recommended allocation is \$40.4 million for the Public Safety and Justice Systems Program (PSJSP), going into its second year of development.

A total of 17 new positions are recommended, at a cost of \$2.2 million, of which four are converted from unclassified to classified positions for Microsoft Office 365. This is a modest recommendation given the wide variety of demands being made of our technical experts. The modesty of this recommendation is due in part to the need to make sure that we are able to fill our ISD positions and that the staff have a place to sit. In Fiscal Year 2017, attention will be put toward improving the hiring process for technical positions, as well as creating additional space for staff.

**Technology Projects** In addition to the existing group of technology projects that are underway, an additional 27 new projects are recommended totaling \$57.7 million. The PSJSP, which will replace the current Criminal Justice Information Control (CJIC) system, will be in the second year of an estimated 3-4 year planned development, during which six additional elements will be added: Countywide data exchanges, an Adult and Juvenile Probation case management system, a jail management system, a document and evidence exchange system, a mainframe re-hosting solution, a records management system for the Office of the Sheriff, as well as program administration for these elements.

The 27 technology projects cross all lines of business, as shown on the table below. It is very important for County departments that contribute to the success of technology projects, such as ESA and Procurement, be coordinated so that the planned projects have the staff and RFP-related resources to launch within the fiscal year in which the projects are budgeted.

**FY 16-17 Technology Projects  
Information Services Department**

Description/(Partnering Agency)	Ongoing Allocation	One-time Allocation
<b>ISD</b>		
Replace iVOS and RiskMaster with RMIS/Claims Management (Employee Services Agency)	\$200,000	\$2,000,000



### FY 16-17 Technology Projects Information Services Department

Description/(Partnering Agency)	Ongoing Allocation	One-time Allocation
Replace Obsolete Nortel Phone Systems		\$2,600,000
Annual Allocation for Security Projects		\$1,000,000
Upgrade County Internet Firewalls	\$296,955	\$512,692
Implement Custody Bureau Body Worn Cameras (Office of the Sheriff/Consumer and Environmental Protection Agency)		\$715,000
Professional Services to Lead Office 2016 Image Refresh		\$150,000
Implement IT Asset Management - Part 2 Total	\$150,000	\$150,000
Replace/Upgrade sccLearn/SABA (Employee Services Agency)	\$30,000	\$500,000
Migrate DCSS to O365 and SCC Active Directory (DCSS)		\$250,000
Replace Microwave System Radio (County Communications)		\$1,200,000
Professional Services to Assist Upgrading SAP PBF (Controller-Treasurer)		\$160,000
Replace Emergency Communications Van Radio (County Communications)		\$200,000
Replace Warrant Printing Software	\$50,000	\$200,000
Replace Animal Control Radio (County Communications)	\$2,315	\$80,000
Implement OnBoard Module from NEOGOV (Employee Services Agency)	\$87,300	\$94,800
Investigate Self-Service Benefits System Options (Employee Services Agency)		\$150,000
Image Conversion Project - Phase 2 (County Clerk/Recorder)		\$475,000
Implement Volunteer Management - Phase 2	\$60,000	\$100,000
Enhance Customer Relationship Management (CRM) Dynamics		\$50,000
Replace Warehouse Management System/WHIP (Office of the Sheriff)	\$15,000	\$150,000
Procure and Implement a Digital Evidence and Document Management System (District Attorney)	\$80,000	\$900,000
Procure and Implement a Staff Scheduling System	\$10,000	\$100,000
<b>Non-ISD General Fund Departments/(Lead Agency)</b>		

### FY 16-17 Technology Projects Information Services Department

Description/(Partnering Agency)	Ongoing Allocation	One-time Allocation
Enhance Tax Collection and Apportionment System Phase 2 (Tax Collector Office)		\$800,000
Acquire and Implement STRmix Probabilistic Genotyping (District Attorney's Office)		\$110,000
Implement Healthlink in Behavioral Health Services (Behavioral Health)		\$1,693,304
Mental Health Call Center Expansion to Cisco (Mental Health)		\$300,000
Implement Healthlink in Custody Health Service - Part 2 (Custody Health)		\$1,693,304
<b>Public Safety &amp; Justice Systems Program (PSJSP)</b>		
Program Administration - Year 2		\$1,500,000
Mainframe Rehosting - Year 2		\$2,345,000
Countywide Data Exchange - Year 2		\$17,567,500
Adult & Juvenile Case Management - Year 2 (Probation)		\$9,525,000
Records Management System Replacement (Office of the Sheriff)		\$1,927,900
Jail Management System (Department of Correction)		\$7,550,000
<b>Total Allocation</b>	<b>\$981,570</b>	<b>\$57,659,500</b>

### Procurement

Procurement of goods and services is among the backbone services of the County. The number of requested procurements, many of which are for information technology, exceed the resources available to provide the specialized assistance required. Current active projects, such as the PSJSP project, are in need of numerous project-related procurements for specialized expertise and equipment. Without the addition of staff in this area, numerous current projects are at risk of significant delay. I am recommending the addition of 5.0 FTE Classified IT Strategic Procurement Specialist positions and 3.0 FTE Unclassified Strategic Procurement Specialist positions, and a one-time allocation of \$500,000 in professional and specialized services to support the Centralized Contracting Division. In addition, I am recommending additional staff for purposes of

modernizing the Procurement website, in conjunction with the new Ariba procurement software roll out.

### Facilities and Fleet Department

The Facilities and Fleet Department is another backbone department for the County. After many years of decreased funding, and minimal additions in the last three years, it is essential that the County provide adequate resources for the Department to respond to critical facility maintenance and improvement needs. I am recommending an additional 18 positions at an ongoing cost of \$1.8 million, and an additional \$1.4 million in building operations augmentations to improve the Department's ability to maintain County facilities.

Staff additions in Facilities and Fleet are recommended for multiple functions, such as maintenance management, janitorial services, building inspection, lease oversight, planning, construction and mechanical. The pending capital portfolio, along with projects currently underway, could be jeopardized if we do not have adequate staff to oversee current and new projects. The Administration needs to ensure that we have the resources to manage critical projects, especially with an estimated \$138.6 million and more in potential projects recommended for Fiscal Year 2017.

### Availability of One-time Funds

With an unprecedented level of one-time funds available, now is the optimal time to make improvements in our facilities. As noted above, there are an estimated \$403.4 million in one-time funds available for Fiscal Year 2016-2017, as shown on the table below. Because the need for capital improvements is so great, several sources of funds have been garnered from capital-related sources, such as the previous reserve not yet used for Emergency Department improvements, as well as FAF accounts which are not committed. The reduction in the SCVMC subsidy due to improved performance in Fiscal 2016 presents an unusual opportunity that allows us to re-invest General Fund dollars for one-time needs in Fiscal Year 2017.

### Fiscal Year 2017 One-time Resources

Source	Amount in Millions
<b>Fiscal Year 2016 General Fund Balance</b>	
Unspent Contingency Reserve	\$120.9
Fund Balance from General Fund Departments	\$110.0
Delete Non-Measure A Emergency Dept. Reserve	\$10.0
Property Acquisition Reserve (FAF)	\$7.0
Capital Hold Funds (FAF)	\$20.0
Reduce SCVMC Subsidy	\$75.0
Discretionary Fund Balance	\$342.9
Measure A Fund Balance From Fiscal Year 2016	\$32.5
Unspent LMIH Fund Balance	\$10.0
<b>Total Fiscal Year 2016 Fund Balance</b>	<b>\$385.4</b>
<b>Other One-time Resources</b>	
AB 109 One-time Revenues	\$7.9
Grant & Misc. One-Time Revenue	\$6.7
Salary Savings	\$3.5
<b>Total Other One-time Resources</b>	<b>\$18.0</b>
<b>Total Available One-time Resources</b>	<b>\$403.4</b>

These funds are to be used for the over \$138.6 million I am recommending for capital projects and other needs as shown on the following table.

Uses of One-time Funds	Amount in Millions
Contingency Reserve at 5%	\$131.1
Reserve for Surveillance System at Main Jail North	\$10.0
Reserve for Jail Hardening and Booking Reconfiguration	\$5.0
Reserve for Surveillance-related facility modifications	\$3.0
Capital Projects	\$104.3
Emergency Department Improvements (Measure A)	\$31.9
Public Safety and Justice Systems Program	\$40.4
Technology Projects	\$16.3
<b>Total Department one-time Needs</b>	<b>\$53.6</b>
AB 109 One-time Needs	\$7.9
<b>Total</b>	<b>\$403.4</b>

### Measure A

Measure A is the initiative approved by voters in 2012 that has allowed the County to levy a 1/8 cent sales tax for ten years to support all County programs. This funding, estimated currently at \$51 million annually, expires on April 1, 2023. The Board made a commitment to voters to utilize this



funding to support high priority programs like trauma care and emergency room services, housing for the homeless, and law enforcement and public safety.

Measure A funds have been utilized in a variety of ways since the initiative was approved. The Board of Supervisors has been committed to making a difference with this revenue source, and as the County's financial situation has stabilized, resources have been reallocated to achieve that goal.

In Fiscal Year 2017, the Administration is recommending the reallocation of Measure A resources from lower impact, distributed services to support three significant initiatives that will have a noticeable impact on the residents of Santa Clara County. This is especially necessary to ensure the funds of this nature are utilized for enduring benefit while they are available to us.

The first initiative is the remodeling and expansion of the emergency room at Valley Medical Center. This project is in design, and we are now allocating over \$31 million in Measure A funds for the construction of this critical project. With the implementation of Health Care Reform and Medical expansion, the increase in activity and need to update and upgrade our systems and technology make this an extremely important project for the Health and Hospital system and the entire County.

The second initiative is the staffing of the Downtown Medical Clinic on East Santa Clara Street. With the closure of the San Jose Medical Center, the need for health care facilities in downtown San Jose was made clear by the residents of that community. The Board of Supervisors agreed with this concern and the brand new 60,000 square foot Downtown Medical Clinic is scheduled to open in the summer of 2016. Measure A funding totaling \$7.7 million will be allocated to provide for the staff necessary to operate that clinic.

The third initiative is increasing the availability of both adult and child mental health crisis stabilization and residential services. In reviewing our existing system of care, Santa Clara County is lacking adequate services in this area. We are recommending the allocation of \$3.2 million to bolster community-based services to address the important needs that exist in this area.

The availability of these Measure A funds will allow the Board to fund these three very important initiatives that will have a significant impact on our community for decades to come.

### **Pay Down Deficit in Workers' Compensation Fund**

Beginning in Fiscal Year 2005, the County reduced ongoing contributions to the Workers' Compensation Fund (Fund 78) as a budget balancing solution to preserve ongoing programs and jobs. This action was intended to be temporary until the economy improved sufficiently to return to full funding.

The Fiscal Year 2017 Recommended Budget includes \$7,368,000 in partial recoupment of the unfunded actuarial liability in the employee benefit rates. An additional one-time transfer of \$34,000,000 from the General Fund is recommended to provide a total contribution of \$41,368,000, eliminating the estimated deficit for the Labor Code 4850 benefits and fully funding the actuarial liability to within the Board policy target range between 70% and 80% confidence level. The Workers' Compensation Fund (Fund 78) had a positive balance between 1996 and 2000, but has otherwise run a deficit before and since, as high as \$45.3 million in Fiscal Year 2014.

### **A Continuing Commitment to our Physical Infrastructure**

Even considering these increased resources, the capital needs submitted by departments far exceed the funding that is available. We are fortunate to be able to recommend \$138.6 million in capital projects for the Board's consideration. We are unlikely to have this degree of flexibility in the future, and it is important that the one-time funds





we have available be utilized to have a positive impact on our aging facility portfolio. This amount is easily the most ambitious capital project portfolio in recent history, and each project will contribute to the critical provision of services to the County's customers.

The two largest allotments, \$31.9 million for SCVMC Emergency Department improvements, and \$28 million to begin the jail design and build, total \$59.9 million, greater than the \$52.9 recommended in Fiscal Year 2016 for all capital projects. An additional \$26.1 million is recommended for a variety of projects related to health and hospital system services, including \$2.25 million for the Women's and Children's Center at SCVMC, and \$9.5 million to remodel 2450 South Bascom for the newly integrated Behavioral Health Department.

Critical outward facing services in our community are slated to be improved due to three client-focused projects: \$7 million is recommended to program and design the Vietnamese American Service Center at 2410 Senter Road, which will be located near the County health facilities on Chaboya Avenue; \$3 million is recommended to remodel the Hamlin Court facility in North County to create a Cold Weather Shelter that will also be used as a warehouse in the warmer months of the year; and \$3.5 million is recommended to program and design a Receiving Assessment and Intake Center (RAIC) in the East Valley, which will replace the facility now situated at the MediPlex building downtown.

In addition to the New Jail, an additional \$5 million is recommended for other jail-related projects, and \$4 million is recommended for various projects in the public safety and justice area, such as \$3.5 million to provide improved facilities at the Muriel Wright Ranch, and one-half million to fix leaks and prevent floods in the Crime Lab. An additional \$15.4 million is recommended for a variety of general government program projects, such as the purchase of, and renovations to, 840 North First Street to enable the Department of Revenue to

relocate from Berger Drive. This location is closer to both mass transit and related County facilities. Finally in this area, funds are recommended to remodel the Berger Drive warehouse to accommodate the Registrar of Voters needs for new equipment and resources for the 2016 election and beyond.

For many years, the County has endeavored to find the funds available to replace the South County Animal Shelter. An appropriation of \$4 million is recommended to serve as the initial design funding, intended to provide an estimate for fundraising purposes and also make sure that potential donors are aware that the County is taking the replacement of the facility seriously.

General backlog maintenance of County facilities is augmented by \$7 million to support 26 projects throughout the County. This recommendation goes hand-in-hand with the recommendations to add personnel to FAF so that they will be able to continue the critical work of keeping up County facilities so as to avoid costlier maintenance down the road. Projects planned for Fiscal Year 2017 range from upgrading the 70 West Hedding energy management system to replacing Juvenile Hall interview room partitions.

**FY 17 Recommended Capital Projects**

<b>New General-Funded Projects</b>	<b>Amount</b>
FY 17 Backlog Maintenance	\$7,000,000
FY 18 Capital Planning	\$300,000
FY 18 Capital Plan Cost Estimate	\$100,000
Acquire Credit Union Bldg and Renovations	\$6,000,000
Remodel 2450 S. Bascom for Behavioral Health Services Department	\$9,500,000
VMC Surgicenter Design	\$10,000,000
VMC Emergency Dept. Improvements	\$31,872,441
Hamlin Court North County CWSP (Cold Weather Shelter Program)	\$3,000,000
New Jail - Design Build - Initial Appropriation	\$28,000,000
Elmwood Perimeter Measures - Design Only	\$400,000
2410 Senter Road, Chaboya Program & Design for the Vietnamese American Service Center (VASC)	\$7,000,000
Electric Vehicle Charging Infrastructure	\$2,000,000
Programming 2nd AOB - VMC Campus	\$400,000
Remodel Muriel Wright	\$5,000,000
Programming Design RAIC East Valley	\$3,500,000



## FY 17 Recommended Capital Projects

New General-Funded Projects	Amount
Replace Lenzen Fire Alarm System	\$900,000
Replace Fire Alarm Panel at Main Jail North	\$3,635,000
Replace Cell Doors Controls Elmwood M4, M5	\$1,740,000
RFP for Downtown Medical Center Site	\$500,000
Replace Pneumatic Controls Mediplex Building	\$2,250,000
Holden Ranch Parking Lot	\$1,000,000
Parisi House Generator	\$300,000
Crime Lab Leak Detection and Flood Prevention	\$500,000
VMC Women's and Children's Center	\$2,250,000
ROV Remodel Berger 2 Warehouse	\$4,500,000
10th Floor Renovations	\$1,200,000
West Wing Renovations	\$1,800,000
Animal Shelter Design	\$4,000,000
<b>Subtotal: AB 109</b>	<b>\$2,500,000</b>
<b>Subtotal: General Fund (including Measure A)</b>	<b>\$136,147,441</b>
<b>Grand Total of FY 16-17 Recommended Capital Projects</b>	<b>\$138,647,441</b>

### Other Highlights

The level of flexibility that we have in Fiscal Year 2017 also allows us to address a variety of other important needs across the County:

**Behavioral Health Augmentations:** A combination of MediCal revenues, General Fund allocations and Measure A funds will allow the County to open the County's first Crisis Stabilization Unit (CSU) for adults 18 years of age and older, which will provide services just under 24 hours a day, seven days a week. This funding also allows for two 16-bed crisis residential facilities that will provide short-term residential services to support and stabilize clients and link them to the appropriate community services. Crisis residential services for children are expanded as well.

Behavioral Health is focused on expanding community-based crisis services across the County to reduce EPS visits, decrease acute hospital stays and provide services within local communities. Crisis Residential services are in high demand to meet the needs of the adult and older adult population. Funds are provided to increase the capacity to provide additional Institute for Mental Disease (IMD) beds.

**Community Health Partnerships:** Funds are provided to allow the Community Health Partnership to improve access to additional clients desiring primary care services.

**Pay for Success:** One Management Analyst position and \$1.0 million in ongoing funds are recommended to support the Acute Psychiatry Pay for Success (PFS) project in terms of coordinating the PFS project's planning and implementation processes.

**Social Services Agency:** Funding is recommended to improve services related to foster care, including education, personal development/job training, emergency aid, and foster care entry prevention services. Four Social Work Coordinator II position are added to support newly mandated activities relating to qualitative case file reviews, and funds are added to expand the provision of senior nutrition services. Eight positions are recommended in the Agency Office to focus on process improvement efforts, training, technical support, and facilities management.

**Registrar of Voters:** Funds are provided to lease a new voting system, the first year of an eight year lease. In addition, six positions are recommended to improve outreach, ballot layout, training, and administrative support, as are funds for the pick-up of ballots at mid-day and an interactive voice response system.

**County Counsel:** County Counsel requires additional resources to keep up with the increase in workload in code enforcement, general government, including California Public Records Act (CPRA) requests, the Whistleblower Program, labor and employment, and support services. Eleven positions are recommended to provide some relief for County Counsel staff in these areas.

### Possible Risks Ahead

The Fiscal Year 2017 Recommended Budget provides significant resources to improve programs that the County has wanted to address for many years. However, after five positive years in

a row, investing an additional \$63 million in ongoing General Fund expenditure at this point is somewhat risky. The pace of economic growth is slowing, and at some point, revenues will not keep pace with the continuing cost of our known labor agreements and the increasing size of the base budget.

It is important to remember that our relative dependence on the real estate economy and State and Federal revenues makes the County vulnerable to a downturn. This is particularly true in the healthcare area, as the Federal waiver is anticipated to be tapering off in future years. Performance improvement efforts already begun in the health and hospital system are a critical component to preparing us for our future as revenue becomes more and more performance-based.

The changes that the County will need to undergo as part of reforming our correctional system will require the system partners to focus on new methods and options for managing our jail population, as well as our alternatives to incarceration. It will likely take some time before real change takes root, and additional investments in the system are anticipated over time.

As the County adds or expands programs, it will be very important to assess whether or not we are realizing the anticipated benefits from these programs. The County will be investing additional support for multi-level Unit-based Teams (UBTs), which are designed to focus on performance improvement. These efforts are an important element required to retain the services we have restored over the last 5 years, even if revenues begin to flatten or decline.

## Conclusion

I feel very fortunate that for another year, the County is able to make substantial headway towards stabilization. I am very proud of the hard work that our employees do every day even as demands for services increase. The demands we face are an indicator of the importance of County

service in the lives of our customers, and we want to do as much as possible, within reason, to meet those demands.

In the future, how we work together as a system, including with our labor and community partners, how we use information to help our clients, and how we help each other speak up safely in the workplace will be critical to the success of our endeavors. The Fiscal Year 2017 budget recommendations reflect the desire to put in place foundational pieces of the system that have been missing since before the dot com bust, and now it is our responsibility to manage these resources with care so they can be sustained and improved in the future.



## 2012 Measure A Sales Tax Summary

### Summary of Measure A Sales Tax Revenue and Allocations

Summary of Measure A Sales Tax	FY 14-15 Actual	FY 15-16 Allocation	FY 15-16 Current Modified Budget <sup>a</sup>	FY 15-16 Projected Actual	FY 15-16 Projected Fund Balance	FY 16-17 Recommended Budget and Anticipated Rollover
<b>Sources of Funds</b>						
Measure A Sales Tax Revenue	\$47,522,855	\$49,000,000	\$49,000,000	\$49,000,000	\$0	\$51,000,000
Fund Balance from Prior Year	\$15,783,901	\$6,660,930	\$11,000,000	\$13,356,278	\$2,356,278 <sup>b</sup>	\$32,501,327
Prior Year Fund Balance for Emergency Room Design/Planning	\$68,000	\$4,332,000	\$4,332,000	\$4,332,000	\$0	\$4,303,850
Prior Year Fund Balance for SCVMC ER Construction Project	\$0	\$12,399,200	\$19,060,130	\$19,060,130	\$0	\$0
<b>Total Revenue</b>	<b>\$63,374,756</b>	<b>\$72,392,130</b>	<b>\$83,392,130</b>	<b>\$85,748,408</b>	<b>\$2,356,278</b>	<b>\$87,805,177</b>
<b>Uses of Funds - Ongoing Allocation</b>						
Preservation of Current Level of Services	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$0	\$20,000,000
Community Health Partnership	\$3,350,000	\$3,350,000	\$3,350,000	\$3,350,000	\$0	-
Healthy Kids	\$300,000	\$3,000,000	\$3,000,000	\$3,000,000	\$0	\$1,680,000
Permanent Supportive Housing	\$3,150,083	\$4,000,000	\$4,000,000	\$4,000,000	\$0	\$4,000,000
SCVMC Patient Advisory Task Force	\$459,212	\$676,462	\$732,554	\$732,554	\$0	\$808,076
SCVN-SSA Safety Net Contracts	\$862,777	\$845,860	\$888,660	\$888,660	\$0	\$888,660
SCVHHS Center for Population H.I.	\$280,990	\$1,636,422	\$1,636,422	\$1,636,422	\$0	\$1,636,422
Office of the District Attorney	\$1,048,828	\$1,177,972	\$1,290,330	\$1,290,330	\$0	\$1,372,868
Project We Hope	\$59,463	\$76,650	\$78,837	\$78,837	\$0	-
Kids in Common (Planned Parenthood)	\$144,068	\$192,700	\$241,331	\$241,331	\$0	-
United Way Rental Assistance	\$160,000	\$160,000	\$160,000	\$160,000	\$0	\$160,000
Sacred Heart Community Services	\$231,152	\$245,000	\$258,848	\$258,848	\$0	-
SIREN/DACA	\$569,834	\$570,000	\$570,000	\$570,000	\$0	-
Bill Wilson Center Transitional Housing	\$65,333	\$150,000	\$150,000	\$150,000	\$0	\$150,000
Teen Force	\$44,914	\$45,000	\$45,000	\$45,000	\$0	-
Community Living Connection	\$464,712	\$750,000	\$750,000	\$750,000	\$0	\$750,000
Social Services Agency (Safety Net Svcs)	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$500,000
Outreach (Senior Nutrition Transportation)	\$555,296	\$750,000	\$944,654	\$944,654	\$0	\$750,000
Fresh Lines for Youth (FLY)	\$150,000	\$150,000	\$150,000	\$150,000	\$0	-
School Linked Services - Demo Hubs	\$491,276	\$1,550,000	\$1,550,000	\$1,550,000	\$0	\$1,550,000
Law Foundation of Silicon Valley	\$298,088	\$338,200	\$338,200	\$338,200	\$0	-
Healthier Kids Foundation	\$584,100	\$584,100	\$584,100	\$584,100	\$0	-
Goodwill (Homeless Veterans Employment)	\$236,884	299,610	\$299,610	\$299,610	\$0	-
Santa Clara University (Human Trafficking)	\$119,309	180,817	\$180,817	180,817	\$0	\$180,817
Deanery 6 Multi-Parish Cooperative	\$499,988	500,000	\$500,000	\$500,000	\$0	\$500,000
Reentry Services (CADS and Pathway)		\$2,300,000	\$2,300,000	\$2,300,000	\$0	\$2,300,000
Pay for Success		\$3,000,000	\$3,000,000	\$3,000,000	\$0	\$3,000,000
Adult and Child Crisis Stabilization Services						\$3,200,000
Subsidy to SCVMC for Downtown Clinic						\$7,702,705
Unallocated Reserve - Ongoing	-	\$9,663,119	\$2,870,410 <sup>c</sup>	\$2,785,491	\$84,919	\$140,788



## Summary of Measure A Sales Tax Revenue and Allocations

Summary of Measure A Sales Tax	FY 14-15 Actual	FY 15-16 Allocation	FY 15-16 Current Modified Budget <sup>a</sup>	FY 15-16 Projected Actual	FY 15-16 Projected Fund Balance	FY 16-17 Recommended Budget and Anticipated Rollover
<b>Subtotal Ongoing Allocations</b>	<b>\$34,626,307</b>	<b>\$61,381,168</b>	<b>\$50,175,119</b>	<b>\$50,090,200</b>	<b>\$84,919</b>	<b>\$51,270,536</b>
<b>Uses of Funds - One-Time Allocation</b>						
Subsidy to SCVMC for Downtown Clinic	-					\$628,886
SCVMC ER Renovation Design/Planning	\$68,000	\$4,332,000	\$4,332,000	\$28,150	\$4,303,850 <sup>d</sup>	\$4,303,850
SCVMC ER Construction Project Reserve	\$0	\$6,660,930	\$19,060,130	\$0	\$19,060,130	\$31,872,441 <sup>e</sup>
Unallocated Reserve - One-time		\$11,000,000	\$11,000,000	\$0	\$11,000,000	\$0
					\$34,363,980	
<b>Subtotal One-time Allocations</b>	<b>\$68,000</b>	<b>\$21,992,930</b>	<b>\$34,392,130</b>	<b>\$28,150</b>	<b>0</b>	<b>\$36,805,177</b>
					\$34,448,899	
<b>Total Allocations</b>	<b>\$34,694,307</b>	<b>\$78,684,842</b>	<b>\$84,567,249</b>	<b>\$50,118,350</b>	<b>9</b>	<b>\$88,075,713</b>

a. FY 16-17 current modified budget amounts may differ from FY 16-17 allocation amounts as budgets were not fully established until after July 1, 2016.

b. FY 15-16 Fund Balance from prior year includes \$2,356,278 unexpended budget from Healthy Kids from FY 14-15.

c. FY 15-16 CMB Unallocated Reserve comprises of unallocated ongoing reserve of \$1,872,233 and FY 15-16 Mid-Year adjustment of \$998,177.

d. SCVMC ER Renovation Design/Planning Project Reserve is budgeted in Facilities and Fleet Capital Projects Fund 50.

e. SCVMC ER Construction Project Reserve of \$31,872,441 (includes FY 14-15, FY 15-16 fund balance and FY 16-17 Recommended Budget) will be transferred to Facilities and Fleet Capital Projects Fund 50.

### Summary and Overview

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

In the initial years of Measure A revenue, Administration recommended and facilitated a broad-ranged series of short-term projects with community based organizations to address immediate needs in the County's service gaps during the aftermath of the Great Recession. Since that time, the County has been able to provide significantly more resources to its core health and social service programs as the economy has improved.

Going forward, Administration is recommending and will facilitate a more focused series of long-term investments to provide enduring benefits to the County's population with particular attention to the most vulnerable residents.

The estimated \$51 million of revenue in FY 16-17 and the expiration of other uses allows recommended actions to use \$7,702,705 to support the Downtown Clinic's operating costs and \$3,200,000 for a block

allocation to expand Adult and Child Crisis Stabilization services. Board approval of these recommended actions would leave approximately \$140,788 in the ongoing unallocated reserve.

### Downtown Clinic

The Downtown Clinic is expected to open in June 2016. The Clinic will provide urgent care services seven days a week. Once services are established and specialized staff hired, the clinic will expand to provide comprehensive primary care services, and an array of specialty services that are focused on improving chronic diseases such as diabetes.

The County Executive is recommending an ongoing Measure A allocation of \$7,702,705 to fund 32.0 FTE positions in Santa Clara Valley Medical Center (SCVMC) as well as associated services and supplies for the Clinic. These positions will allow SCVMC to complete the planned staffing model for the Clinic's Urgent Care, Ancillary Support, Women and Children's Center, Internal Medicine, and Diabetes Management services. Additionally, this recommendation will add sufficient services and supplies budget to cover operations for FY 16-17, including contracts with



Gardner Family Health Network and Medical Legal Partnership, a part-time contract psychologist, and funding for marketing and medical supplies.

The County Executive is also recommending a one-time Measure A allocation of \$628,886 for Downtown Clinic capital and building related needs.

### **Santa Clara Valley Medical Center Emergency Room**

In FY 15-16, the County Executive allocated \$6,660,930 for the renovation and construction of the Emergency Room and stressed the criticality of maintaining physical infrastructure and improving service delivery. For FY 16-17, the County Executive is recommending a one-time Measure A allocation of \$12,812,311 million be added to the existing reserve for Emergency Room construction. This additional allocation combined with the current reserve of \$19,060,130 provides adequate resources to fund the construction project for Emergency Room improvement in the Capital Projects Fund.

### **Adult and Child Crisis Stabilization Services**

The Administration is recommending a Measure A allocation of \$3,200,000 as an ongoing block allocation to expand Adult and Child Crisis Stabilization Services.

Expanded Adult and Child Crisis Stabilization Services will contribute to better health outcomes by providing services in local community settings, rather than in Emergency Psychiatric Services facilities and Emergency Rooms, and will directly link clients to community resources.



# The County as a Learning Organization

Consistent with the plan to spread a learning culture more broadly and deeply into the County organization, much of the current focus of the Learning Organization Program centers on the expansion of team-based work concepts and practices. Recognizing that process improvement models of many names and stripes exist throughout the organization, the promotion of team-based work reinforces our overall commitment to efforts to work differently together in the creation of better outcomes for our customers and clients. A commitment to working differently together emphasizes joint participation, decision-making, and ownership on the part of executives, managers, and front-line workers. It allows all employees to have a voice in affecting positive improvements in their work environments and service outcomes.

## Building Internal Capacity for Team-Based Work Expansion

Over the last several years, the Santa Clara Valley Health and Hospital System (SCVHHS) has experienced a great deal of success with its Labor/Management Workgroup (LMW). Nearly 25 projects experimenting with small tests of change have led to significant system improvements, including the reduction of pharmacy prescription processing time, an increase in compliance rates with eligibility determination, and increased patient food satisfaction scores. The LMW has established a bold vision of achieving 1,000 team improvements by 2020. With labor agreement to expand this model beyond the hospital system, the Learning Organization Program has been working closely with the SCVHHS LMW to apply lessons learned in the hospital system to the Countywide scaling of the team-based performance improvement approach.

A key to scaling the model Countywide is building internal capacity and infrastructure to train, facilitate, monitor, and promote team efforts. In FY 15-16, the Learning Organization Program partnered with Learning and Employee Development (LED), the hospital system, and labor organizations to create the Unit-Based Team Facilitator Program. Facilitators from departments across the County have been matched with current hospital system teams, enabling them to serve as neutral sounding boards and team guides. By the fall of 2016, over 30 employees will have completed

the facilitator training and practicum. In parallel, LED is working closely with the LMW's consultant to develop internal instructor guides for the training material. In addition to the facilitator practicum, there are plans to develop an Introduction to Unit-Based Teams/Team-Based Work web-based training module during FY 16-17 so that employees Countywide will have a general understanding of the process and how it looks to work differently together.

Throughout this budget document, departments describe their various process improvement efforts that are underway and/or planned for the upcoming fiscal year. Given the variety of performance improvement initiatives in motion throughout the County, during FY 16-17, the Learning Organization Program will work with the LMW to help define guidelines for submitting and tracking process improvement projects that meet the team-based work criteria. As more team projects are launched towards the LMW's bold vision and the team-based model expands Countywide, developing these guidelines and a team project monitoring tool will be critical for the governance of team efforts, resource allocation, and recognition of employee contributions.

Another integral component of team-based work expansion is a robust internal communications plan. Promotion of team successes and lessons learned in stories, testimonials, digests, and other formats is an essential element in spreading adoption of the approach. These communications will help other employees learn how to test team-based work practices in their units.

## Building Stronger Internal System Supports for Employees

For employees to feel comfortable participating in work improvements, the organization must continue its investments towards creating a Just Culture and offer more opportunities for its practical application, including helping employees understand how to use and monitor data to reveal work process trends. In addition, the organization must continue to enhance its capabilities in many of the foundational elements of a learning culture: trust, interpersonal dynamics, and navigating difficult conversations. The October 2015 Employee Assessment of the Organization clearly



demonstrated a need across agencies/departments for better meeting management techniques and standardized work process documentation.

The 2015 Employee Assessment also revealed a desire for more manager/supervisor supports to improve their skills in coaching, mentoring, and creating psychologically safe and supportive work environments. In the short-term, Learning and Employee Development (LED) has been promoting existing course offerings via available communication vehicles. The Learning Organization Program, in conjunction with LED, is beginning to explore ways to package a more comprehensive manager/supervisor core curriculum in the longer-term.

Following an informal mentoring program offered in conjunction with the New Executive Onboarding and Networking program (NEON), executive leaders have also expressed the need for executive coaches and peer mentors. The selection of a coach and/or mentor can be a very individualized process, with meaningful experiences often hinging on the mutual fit of the participants. In FY 16-17, the Learning Organization Program will research the benefits and limitations of creating a formal employee coaching/mentoring program. To address needs in the interim, the program will work with process partners to publish guidelines for finding and selecting a professional coach/mentor.

Through NEON and the Center for Leadership and Transformation Executive Session at Stanford University, executive leaders are building stronger internal networks and cross-departmental strategic partners. Learning about departmental practices and interdependencies enables executive leaders to problem-solve better together for their customers and for their employees. Executive leadership meetings throughout FY 16-17 will aim to deepen interdepartmental collaboration, strategic thinking, and decision-making.

### **Aligning Resources to Optimize Program Delivery**

In FY 15-16, the Deputy County Executive (DCE) responsible for the Learning Organization Program assumed dotted-line reporting responsibility for the Learning and Employee Development Division of the Employee Services Agency, along with the Employee Wellness Division. These teams have collaborated previously on a variety of offerings and recognize the natural alignment of their functions and program goals.

The reassignment of reporting relationships affords the opportunity in FY 16-17 to take a more holistic look at the portfolios of the three programs and ways in which each program can bolster employee participation in the full complement of activities aimed at improving the employee experience. An engaged workforce is best equipped to nimbly respond to organizational challenges and opportunities - the vision of any learning organization.



# Addressing the Custody and Health Needs of the County's Custodial Population

## Introduction

Over the course of the past nine months, a great deal of focus has been placed on Santa Clara County's Correctional system. This summary provides some context and a full accounting of the actions taken by the County to address issues that have been under discussion since the 2011 AB 109 Public Safety Realignment was imposed on counties.

Institutions sometimes fail to muster the will to protect inmates, who are considered by some to be an unpopular subgroup of the population. The County desires to distinguish itself by treating inmates humanely and with dignity. From a medical, mental health, and custodial perspective, Administration has an in-depth understanding of the factors leading up to the present crisis, an appreciation of the positions of each stakeholder, an understanding of the budgetary and financial factors, and the ability to guide the effort to implement these important reforms.

Making an appreciable impact on the custody and health systems within the jails will take months, and a full remedy to this crisis may take years. This journey will require steady progress and dedicated oversight, ongoing attention and accountability, and the incremental and phased addition of resources to protect the constitutional rights of inmates. Some remedies require quick decisive action, and other solutions will need time for careful consideration and evaluation beyond the FY 16-17 budget process.

## Background: The Impact of Long Term Deficits, AB 109 Public Safety Realignment, and Constitutional Rights of Inmates

It is important to start with the recognition that the Department of Correction, along with every other department within Santa Clara County, faced a continuing set of resource challenges during the 10 years between FY 02-03 and FY 11-12, and reduced services considerably during this period. Beginning in FY 12-13, the Administration has focused on rebuilding service delivery systems and correcting problems throughout the County that arose during this particularly difficult time. In the case of the Correctional

system, the 2011 AB 109 Public Safety Realignment created an interesting dichotomy of providing additional resources that allowed the County to accelerate building back staffing levels within the correctional system, but also presented the challenge of introducing a more challenging population of inmates that required additional and varied services. Through AB 109, the County was able to restore 78 positions and \$13 million in appropriations to stabilize the Department of Correction. As the County gained more experience with AB 109, it became clear that additional changes would be needed to address gaps in service as the jail population was shifting and other changes were impacting the system.

Inmates are the only population in the nation that have a constitutional right to timely and competent healthcare under the 8th and 14th Amendments to the United States Constitution. Since AB 109, the Santa Clara County jails have slowly been transformed from a transitory jail facility to a hybrid jail/prison that houses older, sicker, and more violent inmates whose sentences are no longer limited to a maximum of one year. As a result, the jails must evolve into a custody operation that embraces its evolving Constitutional obligations as a hybrid jail/prison to provide timely access to competent healthcare to a longer term inmate population with significantly greater healthcare needs.

Following the tragic death of Michael Tyree in August 2015, it became clear that additional action was necessary to address the custody, medical, and mental health needs of the County's custodial population. This summary outlines many simultaneous actions that the Administration and Board have taken to address the issues being identified in the jail system.

## Major Actions Taken: Custody Operations, Custody Health Services, and Jail Facility Improvements

### Custody Operations

The County recognizes that there is a significant resource need to address the issues in the jails. For example, Administration moved quickly to hire

consultants and experts to help the County identify and understand the extent of the problems and service gaps. The experts provide an external view of reforms necessary for the County Jail to operate the hybrid jail/prison that grew out of the AB 109 implementation. It is important to have independent oversight of the implementation of reforms that will bring the jails into full compliance with all existing requirements, and to ensure the changes recommended will take place in an expedited manner.

One of the experts approved by the Board was an independent consultant to evaluate the current inmate classification system. Based on recommendations from this expert, the County is in the process of redesigning its classification system and using the expert's guidance to develop a new validated and objective classification system. There is another expert reviewing all of the DOC's use of force events and policies, and recommendations are forthcoming.

Besides using experts to evaluate custody operations, there is also a need for additional resources targeted at implementing the recommendations. As part of the FY 15-16 Adopted Budget, the Board approved 41 positions and approximately \$4 million in funding for jail issues: an Assistant Sheriff over custody operations, a Deputy and a Sergeant for Americans with Disabilities Act (ADA) and compliance issues, two Lieutenants for daily operational oversight of the jail facilities, overtime funding to open housing units and increase housing options for inmates, a position for a vocational embroidery program, two deputies to increase visiting opportunities for families at Main Jail South, seven deputies for increased staffing in the mental health unit, and deputies to support the newly hardened housing unit at Main Jail North when it comes on line.

In Fall 2015, the Board approved the Public Safety Action Plan, which called for increasing access for volunteer clergy and inmate advocates in the jail facilities, expanding and modernizing the custody surveillance camera system, appointing a Blue Ribbon Commission on Improving Custody Operations, establishing an anonymous hotline for staff, inmates, and members of the public, requesting assistance from the National Institute of Corrections, and a referral on behavioral health concerns in jail and behavioral health bed availability in the community.

In support of this Plan as well as American with Disabilities Act (ADA) initiatives, shortly afterward, the Board approved two funding components. For ADA, the Board approved \$2.9 million for seven positions and related services: four positions for compliance and systematic assessment of needs, overtime funding to train all custody staff, ADA equipment needs, attorney fees, an ADA contract expert, and tracking software. For the Public Safety Action Plan, there was an increase in chaplaincy contract services, two management oversight positions for the Classification Unit, one position for the janitorial vocational program, and funding for academies to address vacancies.

In terms of training, DOC added Crisis Intervention Team (CIT) training to the academy curriculum for correctional cadets, and has been providing ADA and CIT Training to staff in the facilities.

In February 2016, the Board approved FY 15-16 mid-year budget adjustments which included the addition of a Sergeant for Internal Affairs, a surveillance system design for Main Jail North and Elmwood, and establishing a reserve for jail capital projects.

To support the work of the Blue Ribbon Commission on Improving Custody Operations, \$400,000 was allocated for legal services, and \$30,000 was allocated for a consultant to provide a review of policies, procedures, and practices related to the inmate grievance and complaint procedures and related topics. Funding was also provided to the Clerk of the Board's Office to support the Blue Ribbon Commission through overtime, interpretation services, webcasting, technical support, and office supplies. Many other County departments dedicated significant resources to supporting the Blue Ribbon Commission on Improving Custody Operations, but costs associated with those services were absorbed within the departments' budgets.

For Custody Operations, the Recommended Budget includes funding of additional staff for Internal Affairs to address complaints and grievances, additional staff to monitor policy and compliance issues, positions to support inmate health and programming, a unit that will track and respond to inmate grievances, and a \$2.5 million reserve for jail reform and oversight.



With regard to facilities and technology, the Recommended Budget includes staff for ongoing oversight of body worn cameras, \$715,000 to purchase Body Worn Cameras for the jails, and additional information technology staff to support critical and time sensitive information technology projects. Other components of the budget include funding for implicit bias training and crisis intervention team training, and food service equipment replacement. Funding was also recommended so that the Inmate Welfare Fund will not need to reduce positions or services for inmates.

Finally, as the construction schedule for the new jail quickly approaches, there is a need for the jail transition team to begin now to participate in the planning and implementation of this major project. Also, a new Sheriff's Correctional Captain will be added to manage the implementation of the many changes in the jails and to help support work for the New Jail facility.

### **Custody Health Services**

Like custody operations, there was a realization long before the tragic death of Michael Tyree that timely and competent medical and mental health care for inmates needed to increase. As part of the FY 14-15 Adopted Budget, the Board approved 14.5 positions to augment mental health, medical, and psychiatry staffing. Also that year, the Board approved funding for 2.8 Psychiatric Nurse Practitioner positions to increase timely access to medical care for mentally ill inmates. Contracts were also approved for additional psychiatric physician services.

During the summer of 2015, experts identified significant gaps in access to care in the custody health care delivery system. One of the most critical gaps was the staffing levels for mental health. The expert recommended hiring additional psychiatrists, psychologists, and other clinical staff as soon as possible. But Custody Health Services faced, and still faces today, considerable challenges recruiting and retaining qualified clinical professionals because of a dire shortage statewide.

Administration recognized the need for a comprehensive gap analysis of the custody health delivery system which includes medical, mental health, dental, and suicide prevention. A piecemeal approach would not work for fixing identified issues in health care, so Administration brought in nationally

recognized experts to perform a comprehensive gap analysis and policy review in their respective areas of expertise.

These experts also provided a comprehensive review of mobility and non-mobility issues in the jail related to Americans with Disabilities Act (ADA) compliance, revision of ADA policies and procedures, and provision of ADA training for all staff who have contact with inmates.

To support this effort, the Board approved \$2.5 million in funding for HealthLink electronic medical records for Custody Health Services to ensure consistent patient care and integrate with other HealthLink modules in the County. Psychiatric physician contract services were added, along with 9.8 positions to support increased acute mental health beds for inmates.

In the fall 2015, the Board agreed to increase contract psychiatric physician services for the jails again, so that services could be provided until vacancies among the psychiatrists could be filled. The Board also provided a differential of 25% of the base wage for Psychiatrist positions who are assigned in the jail facilities.

As preliminary verbal reports from the experts were received, the Board acted quickly to approve a pilot plan to implement twelve Behavioral Health teams in the jails, in order to expand Mental Health and Substance Use Treatment Services.

Realizing that more treatment beds would be needed, the DOC terminated contracts with local counties that were provided beds at DOC for acute mental health services. In addition to treatment beds in the psychiatric housing unit, Custody Health Services increased psychiatric evaluations, consultations and treatment for inmates in the booking area of the jail, so that inmates could be seen as soon as possible.

The Recommended Budget continues to build on the momentum of the last few years, and provides resources to help address the service gaps in the custody health delivery system. It includes approximately \$2 million to implement the next phase of HealthLink along with two related positions, a dental assistant for jail dental services, an additional psychiatric social worker for night shift mental health

staffing at Elmwood, and funding not yet needed for six Behavioral Health teams is being redirected to cover the cost of contract psychiatric services.

### Jail Facility Improvements

The County has been working on jail facility improvements for many years. Most recently, various physical plant issues have been addressed, and many significant and remedial fixes have been made. Other changes will require significant design assessments and construction adjustments and changes which will require more review and appropriate scheduling so as to minimize the impact of disruptions in the housing units.

In the fall of 2013, a report was provided to the Board's Public Safety and Justice Committee that outlined growing concerns related to jail facility needs. The report contained an overview and impact of AB 109 inmates on the jail facilities, medical and mental health concerns, critical short term capital projects, and recommendations for next steps. It was consistent with previous jail needs assessments that the County had commissioned in previous years that indicated resources would be needed to address facility issues throughout the system. The County took steps to create long term solutions by requesting funding to conduct a jail facility needs assessment, while the Facilities and Fleet Department continued to focus on other critical short term projects.

Completion of the 2014 jail facility needs assessment allowed the County to pursue State jail construction funding that was intended to dramatically improve services to inmates suffering from mental illness. In February 2015, the Board approved \$950,000 for pre-design work necessary for the new jail, and repairs to Main Jail North mental health unit 8C. In August 2015, the Board approved an application for SB 863 Jail Construction Financing, which was approved by the California Department of Corrections and Rehabilitation three months later. The state allocation of \$80 million will help fund the replacement of Main Jail South and its deteriorating housing areas. This facility will be replaced with housing conducive to group and individual treatment to prepare inmates for re-entry, along with an increased number of mental health treatment beds. The facility is set to open in 2020.

In addition to funding for a new jail, the Board approved capital funding in the FY 15-16 budget in the amount of \$22.8 million for jail improvements.

- Main Jail North hardening to create more appropriate classification options for the most serious inmates.
- Sundeck for the Elmwood M-1 housing unit that will make more infirmary beds available in the near future.
- A new exhaust system for the Elmwood kitchen.
- Hardening of administrative booking to increase staff safety.
- Creation of a medical examination room in W4C to support onsite medical care for high security female inmates.

As new information became available in FY 15-16, more capital funding was targeted for the following high priority areas:

- An additional \$1.4 million for the Elmwood M1 Medical Housing Unit project to augment the \$3 million that was allocated as part of the FY 15-16 Capital Budget.
- \$250,000 was allocated from a reserve for the design phase of the Main Jail North Booking Area Reconfiguration recommended by the experts, which will ensure sufficient privacy for the inmates during the Behavioral Health interview and screening process.
- \$5.3 million will be used to support ADA Assessments and Repairs for Main Jail North and Elmwood, along with repairs for the roof of the Elmwood M3 housing unit.

This fiscal year, the Facilities and Fleet Department is also in the process of working with the Office of the Sheriff/Department of Correction to install additional surveillance camera units at Main Jail North and to repair the perimeter camera system at Elmwood.

The Recommended Budget adds a new Unclassified Deputy Director position within the Facilities and Fleet Department to provide oversight of major capital projects that includes \$28 million for the design of the new jail, \$5.3 million for fire alarm panel replacement and the of cell door controls replacement, and Elmwood perimeter design. For FY 16-17, additional funding is being set aside, with a \$5 million reserve for jail facility



capital improvements and \$10 million reserve for Main Jail North Facility Surveillance Improvements as part of the FY 16-17 Capital Plan. As part of our backlog budget for FY 16-17, \$1.3 million is budgeted for various backlog projects in the jails to address various preventative maintenance needs in our aging facilities.

### **Next Steps**

As described above, one focus of the FY 16-17 budget is to provide resources to implement the improvements recommended by the experts and advocates. The Administration is in the process of reviewing all recommendations in parallel to review by the Board through the Finance and Government Operations Committee. Among the recommendations is a \$2.5 million reserve for jail reform and oversight, recognizing that the budget requests were submitted prior to the completion of the Blue Ribbon Commission on Improving Custody Operations, and additional augmentations will likely be required in FY 16-17.

This lengthy and complicated reform process requires an incremental approach, recognizing that these efforts may also involve non-budgetary process and operational changes in order to improve service delivery. For example, critical reforms that do not have a budget impact are the staff hiring, ongoing training, supervision, and the inmate grievance and complaint process.

Administration will continue to clearly and frequently communicate all of the actions that are taking place simultaneously to address the medical, mental health, and custody issues that exist within the correctional system. The next few years will be dedicated to the successful implementation of these reforms, and a new Deputy County Executive position has been added to provide leadership, coordinate multi-disciplinary teams, and assure the resources allocate to implement the aforementioned reforms are completed in a timely and cost-effective manner. In many forums, we have also been reporting on the effects of pre-existing programs and cross-boundary efforts in the County that are already working to improve the status of inmates in our jails. We will continue to do so during the budget cycle and into the future.

# Public Safety Realignment Program (AB 109) & Reentry Services

## Executive Summary

The State of California enacted criminal justice system changes to respond to a variety of factors present in 2011: a significant U.S. Supreme Court decision which could have led to arbitrary early release of tens of thousands of prison inmates; years of state and local government budget deficits; and a high recidivism rate for criminal offenders. The plan resulted in Public Safety Realignment, enacted through California Assembly bills AB 109 and AB 117. As a result, individuals who would have been the responsibility of the State prior to these changes are now being supervised and housed by local County Probation and Sheriff Departments.

Instead of serving their parole time on State parole jurisdiction, these individuals are now under the supervision of our County Probation Department as Post Release Community Supervision (PRCS) offenders. These individuals are eligible for local supervision if their most recent conviction was a non-violent, non-serious, and non-sexual offense. In addition to those being supervised by Probation as PRCS, additional offenders are serving their sentences in our local County jail facilities under the Penal Code section 1170(h). Many of these offenders will eventually serve a portion of their local time under supervision of the Probation Department, on Mandatory Supervision (MS).

In response to AB 109, the Office of the County Executive, the Office of the Sheriff/Department of Correction, Behavioral Health Services Department, Custody Health, Ambulatory Care, Social Services Agency, and Probation established the County's Reentry Resource Center (RRC) to assist formerly incarcerated individuals making a successful transition to the community. The RRC opened in February 2012 and along with the Community Corrections Partnership (CCP) Plan and the Adult Reentry Strategic Plan, paved the path for a new way of doing business by focusing on recidivism reduction strategies; streamlining processes to link inmates to effective in-custody and post-release community-based programming; identify cost-saving methods; and support the realignment of parolees and low-level prisoners under the Public Safety Realignment Act (AB 109). The County has set an excellent

foundation for a proactive, rehabilitative justice network with untold capacity for continued improvement over the years.

## Key Findings and Trends in the First Four Years

During the first four years of implementation, between October 2011 and December 2015, the total realignment population was 5,629. Of those, 46% were classified as Post Release Community Supervision (PRCS) non-serious felonies released from prison to county probation supervision instead of state parole, 38% were classified as 1170(h) individuals sentenced to serve their entire sentence in local jail instead of state prison, and 16% as 1170(h) MS spend part of their sentence in custody and serve their remaining time in the community under intensive probation supervision. Additionally, 84% were male, majority were Hispanic (51%) and 73% were high-risk with high needs.

As of December 31, 2015 there were 1,455 active AB 109 cases, of which 1,017 are being supervised under PRCS or 1170(h) MS. Additionally, as of December 31, 2015 there were 377 AB 109 offenders at the Main Jail and Elmwood Correctional Facility, of which 139 were 1170(h) Jail, 96 were 1170(h) MS, four PRCS Flash incarceration and 135 PRCS Revocation cases.

Following is a snapshot of the services AB 109 clients received January 2015 through December 2015.

SERVICES	NUMBER OF UNIQUE CLIENTS
PRCS and 1170(h) MS Probation Clients linked to vocational/educational services	176
PRCS and 1170(h) MS Probation clients received Cognitive Behavioral Therapy	176
Custodial Alternative Supervisor Program participants (out-of-custody)	101
Enrolled in Substance Use Services (Residential, Outpatient, Transitional Housing, and/or Intensive Outpatient)	551
Enrolled in Mental Health Services	412
Enrolled in Public Benefits provided by Social Services Agency	774

SERVICES	NUMBER OF UNIQUE CLIENTS
Accessing Education, Employment, Family Reunification, Health & Well-Being, and Legal Services	136
Enrolled in Housing Programs	83
Accessing Faith-Based Reentry Resource Centers	106

## Achievements

An important goal is a continued effort at facilitating cross-systems communication and collaboration. In order to fully make use of the County's reentry programs and resources, there is a need to share what is working and what needs improvement. Following is a list of achievements during the fourth year of implementation and during FY 15-16:

- Implemented the Countywide policy for an integrated transition and discharge efforts and planning for in-custody clients;
- Created a permanent Referral Tracking System for clients accessing the Reentry Resource Center;
- Positioned the Reentry Medical Mobile Unit's Community Health Worker with the Main Jail and Elmwood's Medical Clinic to transition high risk medical patients with reentry services;
- Fully implemented the AB 720 Health Care Enrollment for Inmates Program leveraging the Office of the Sheriff/Department of Correction's Rehabilitation Officers and Social Services Agency's Eligibility Workers; and
- Expanded Reentry in-custody programming in the area of job readiness and employment development training, family reunification and support, and health and well-being.

## State Funding Allocation Detail

For FY 16-17, the County expects to receive \$44.2 million in Realignment State Allocation and \$3.5 million in FY 15-16 Growth Amount for a total of \$47.7 million. The State requires counties to back out 10% of the Growth Amount for a local subaccount that is intended to promote local innovation and county projects. To maintain current ongoing operations approved by the Board of Supervisors as part of the FY 15-16 Adopted Budget and adjustments during FY 15-16, \$42.7 million is required. The FY 16-17 Recommended Budget includes \$4 million in ongoing proposals, leaving a balance of approximately \$700,000 budgeted as an ongoing reserve for anticipated needs that may arise during the FY 16-17 budget. Additionally, the FY 16-17 Recommended Budget anticipates a one-time \$10.3 million in prior years fund balance to support housing programs, reentry services, a 10% reserve for operations, and one-time expenses for building renovations and furniture for the Behavioral Treatment Program at Muriel Wright.

## Goals for FY 16-17

Following is a list of goals for FY 16-17 that will lead up to the Five Year Public Safety Realignment Program and Recidivism Report:

- Implement recommendations from the Jail Diversion and Behavioral Health Services Subcommittee;
- Align reentry efforts with the Board approved recommendations from the Bail and Release Work Group;
- Support the County's efforts to incorporate reentry services in the New Jail Project and offer new educational opportunities for inmates while in custody and upon release in the community;
- Support efforts to expand faith based services in Elmwood and the Main Jail, and
- Expand the Reentry Resource and Court Outreach services in South County.

## Current and Emerging Issues

### Jail Diversion and Behavioral Health Services Programming

The Board of Supervisors approved the creation of a Jail Diversion and Behavioral Health Subcommittee of the

Re-Entry Network to consider best practices and programs that would divert individuals from being detained at the County's jails. This effort will identify strategies for preventing individuals with mental health



needs from becoming offenders and identify gaps and strategies for community based treatment solutions for individuals with mental health and substance use problems who have a history of, or are at risk of offending. Establishing this Subcommittee and highlighting the progress that the County has made through Reentry, the County gained the opportunity to participate in a national initiative called Stepping Up initiative convened by the National Association of Counties, the Council of State Governments Justice Center and the American Psychiatric Foundation to help our efforts to reduce the number of adults with mental and co-occurring substance use disorders in jails.

Diverting low-level nonviolent offenders with mental illness and/or substance abuse away from jails toward more appropriate community-based mental health treatment enhances public safety by addressing repeat offenders, provides judges, prosecutors, and law enforcement agencies with alternatives to incarceration.

In order to ensure that the County implements an effective Jail Diversion Program, planning must be extensive and will rely on examining the potential points of intercept for diverting persons with serious mental illness and/or chronic substance dependencies. Setting aside \$2 million in AB 109 funding is the County's first initial investment towards this effort and will provide funding to support recommendations from the Jail Diversion and Behavioral Health Subcommittee and lessons learned from the Stepping Up initiative. In FY 16-17 it is anticipated that the County will pilot new diversion programs that will target specific mentally ill individuals at key criminal justice intercepts such as at the pre-arrest stage and jail booking.

### **Reentry Programming at Elmwood and Main Jail**

On February 9, 2016 the Board of Supervisors approved five service agreements to support in-custody reentry services in the area of job readiness and employment development training, family reunification and support, and health and well-being for custodial adults. Services are in place and will continue through June 30, 2018.

The Department of Correction and the Probation Department will identify and refer individuals to in-custody reentry services and programming. The target population for services focuses on inmates in minimum and medium security level housing units identified by

Rehabilitation Officers. In the minimum security level housing unit, the target is to provide services to a minimum of 240 females and 1,200 males annually. In the medium security level housing units, the target is to provide services to a minimum of 240 females and 800 males annually.

The Office of Reentry Services (ORS) and the Department of Correction worked collaboratively to negotiate the scope of services, deliverables, and performance standards with selected agencies. ORS will monitor and track agencies for compliance with contractual requirements, quality of services, operational capacity, number of participants enrolled in programs, demographic information for participants, and timely submission of reports. ORS will work with the Department of Correction and selected vendors to evaluate the capacity to expand in-custody reentry services to the Main Jail.

### **Muriel Wright Residential Treatment**

Nationally, jails are becoming some of the largest available mental health facilities in the country. Currently, an overwhelming majority of inmates in Santa Clara County jails suffer from mental health and substance use problems and, in many cases, their criminogenic behaviors are a consequence of their mental illnesses and/or substance use problems. In a recent study, 24% of the jail population were identified as seriously mentally ill, with the most serious charge being a misdemeanor. A safer, and a more dignified and sustainable option for helping mentally ill offenders is in community based treatment which would, in turn, also reduce the costs of incarceration and improve offender outcomes.

The Administration recommends the conversion and utilization of a portion of the Muriel Wright Center to establish a residential treatment facility. The Muriel Wright Center, built in 1963, served young boys and girls committed by the Juvenile Justice Court. Due to declining census at the Muriel Wright Center, the Probation Department transferred the remaining clients to James Ranch and ceased operations in FY 12-13. The recommended action will provide supervision and services such as mental health and substance abuse use treatment, motivational interviewing, cognitive behavioral therapy, medication evaluations, crisis intervention services, employment/vocational training, and provision of after-care services. The program will serve adult male and



female offenders ages 18 and over that are residents of Santa Clara County with chronic mental health illness and substance abuse conditions that are recently released from jail.

### Reentry Housing

One of the goals of AB 109 and the County's Adult Reentry Strategic Plan is to fund short and long-term affordable housing for formerly incarcerated individuals who are at risk of recidivating in Santa Clara County. The FY 13-14 Budget allocated \$4 million from the FY 12-13 AB 109 Fund Balance towards housing projects for reentry clients. In February 2016, the Board of Supervisors approved the transfer of the remaining funds from the AB 109 Reserve to fully fund the existing reentry housing programs for the remainder of FY 15-16 and FY 16-17. These funds are not sufficient to meet the demand of clients. In order to meet the needs of clients in mental health or substance abuse treatment centers who need permanent supportive housing, an allocation of \$1,500,000 is recommended to develop additional housing capacity. Specific housing projects will be developed during FY 16-17 and brought back to the Board of Supervisors. Examples of housing projects are tenant-based rental, acquisition of housing units, supported shelter beds, and specialized housing programs for individuals currently enrolled or existing County diversion programs.

In FY 16-17, the Office of Reentry Services will continue to implement the housing plan and work with reentry stakeholders to enhance existing strategies for permanent supportive housing and identify new housing slots.

### Community and Peer Navigators for Reentry Clients

Community and peer navigators are critical to improve the continuity of care between jail and the community and offers an unparalleled opportunity to foster collaboration between law enforcement agencies, faith-based organizations and direct service providers. Community health workers provide case management services, home visits, chronic case management education, medication reconciliation, and make primary care and specialty medical appointments. Peer support workers provide support and navigation to community services for reentry clients by providing peer assistance and mentoring on a one-to-one basis, assist with pre-release support and linkage to community resources. The FY 16-17 Recommended Budget adds an additional two community health workers to support the Valley Homeless Healthcare Program's Medical Mobile Unit at the Reentry Resource Center and an additional two peer support workers to support and link individuals released from custody to Faith-based resource centers and other community resources. Effective community peer support will be a priority as the County expands treatment and program services.

## Summary of Departmental Ongoing Allocations for FY 16-17 Base and Recommended

Department	FTE	FY 16-17 Base Cost	FY 16-17	FY 16-17	FY 16-17 Total
			Recommended Ongoing Changes	Recommended One-time Changes	
County Executive/Office of Reentry Services	13.0	\$1,928,130	\$132,661	\$126,000	\$2,186,791
Employee Services	0.0	\$10,000			\$10,000
Information Services	5.0	\$1,162,760			\$1,162,760
Public Defender – Expungement Services	3.0	\$531,909			\$531,909
Pretrial Services	5.0	\$751,562			\$751,562
Sheriff/Department of Correction	71.0	\$12,371,704			\$12,371,704
Probation	50.0	\$9,844,545			\$9,844,545
Facilities & Fleet	0.0	\$520,000		\$2,500,000	\$3,020,000
Mental Health	15.0	\$4,223,076	\$171,142		\$4,394,218
Custody Health	26.0	\$5,200,982			\$5,200,982
Department of Alcohol & Drug Services	14.0	\$5,232,622	\$244,292		\$5,476,914
<b>Total</b>	<b>214.0</b>	<b>\$42,776,282</b>	<b>\$3,953,993</b>	<b>\$10,359,945</b>	<b>\$56,765,220</b>



## Summary of Departmental Ongoing Allocations for FY 16-17 Base and Recommended

Department	FTE	FY 16-17 Base Cost	FY 16-17 Recommended Ongoing Changes	FY 16-17 Recommended One-time Changes	FY 16-17 Total
Social Services Agency	7.0	\$896,625			\$896,625
Valley Medical Center	5.0	\$102,367	\$405,898		\$508,265
Criminal Justice System-wide Costs			\$3,000,000	\$7,408,945	\$10,408,945
<b>Total</b>	<b>214.0</b>	<b>\$42,776,282</b>	<b>\$3,953,993</b>	<b>\$10,359,945</b>	<b>\$56,765,220</b>



# 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,” with flexibility for temporary exception during periods of operational downsizing. The FY 16-17 Recommended Budget carries out this policy without need for temporary exception. With steady General Fund revenue growth from local and intergovernmental sources, Santa Clara County is able to sustain General Fund operations while continuing to address once-neglected infrastructure needs, including catching up on deferred maintenance, making facility improvements to increase service delivery effectiveness, deploying technology to improve service efficiency, and making other infrastructure investments to support current public services.

## Sources of One-time Funds

**General Fund Balance:** The estimated fund balance available at the end of FY 15-16, for use in FY 16-17, is \$385.4 million. The most significant sources of fund balance is unspent Contingency Reserve funds estimated at \$120.9 million plus fund balance from departmental operations estimated at \$222.0 million and \$10 million unmatched Low to Moderate Income Housing temporary set aside.

An additional \$32.5 million in estimated fund balance is anticipated from unspent monies from Measure A, the voter-approved 1/8 cent sales tax increase that became effective April 1, 2013. The Administration recommends using these unspent Measure A monies to remodel the emergency room at Santa Clara Valley Medical Center.

**Additional One-time Resources:** The Recommended Budget includes \$7.9 million in one-time revenue from the Public Safety Realignment Program (AB 109) to offset one-time AB 109 expenditures and to establish a reserve for the program. An additional \$6,665,179 is expected from other one-time grants and a variety of smaller one-time revenue sources. A total of \$3.5 million in one-time salary savings related to new positions is also included in the Recommended Budget.

## FY 16-17 One-time Resources

Source	Amount
<b>FY 15-16 General Fund Balance</b>	
Unspent Contingency Reserve	\$120,924,379
Fund Balance from Department Operations	\$222,000,000
<b>Discretionary Fund Balance</b>	<b>\$342,924,379</b>
Measure A Fund Balance from FY 15-16	\$32,501,327
Unspent LMIH Fund Balance	\$10,000,000
<b>Total FY 15-16 Fund Balance</b>	<b>\$385,425,706</b>
<b>Other One-time Resources</b>	
AB 109 One-time Funds	\$7,859,945
Grant & Misc. One-time Revenue	\$6,665,179
Salary Savings	\$3,450,169
<b>Total Other One-time Resources</b>	<b>\$17,975,293</b>
<b>Total Available One-time Resources</b>	<b>\$403,400,999</b>

## Uses of One-time Funds

The following table reflects the FY 16-17 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 16-17 Use of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve @ 5%	\$131,063,060
Surveillance System Main Jail North Reserve	\$10,000,000
Surveillance/Security Reserve	\$3,000,000
Jail Hardening/Booking Reserve	\$5,000,000
<b>Total Reserves</b>	<b>\$149,063,060</b>
FY 16-17 Capital Contribution	\$104,275,000
Emergency Room Improvements	\$31,872,441
<b>Total Capital Needs</b>	<b>\$136,147,441</b>
FY 16-17 Technology Projects	\$16,334,100
CJIC Phase II	\$40,415,400
<b>FY 16-17 Technology Needs</b>	<b>\$56,749,500</b>
Equipment & Supplies for New Positions	\$1,224,063
Allocate Resources to Support Sustainability Master Plan	\$80,000
Augment Technical Appeals Assistance	\$350,000
Procurement Specialists Resources for IT Projects	\$500,000
FY 17-18 Fleet Vehicle Purchase Acquisition	\$2,000,000
Subsidy for Cost of Retiree Health Insurance with VHP	\$600,000
Mid-Day Pick Up of Ballots	\$23,250
Replace Interactive Voice Response (IVR) Phone System	\$50,000



## FY 16-17 Use of One-time Resources

Use of One-time Resources	Amount
Information Services Annual Fixed Asset Replacement	\$1,000,000
Information Services Annual Refresh - Desktops & Laptops	\$1,000,000
Asset Technology Equipment at Training & Conference Center	\$75,000
Add Resources for New Online Interactive Training Program	\$50,000
Implement New Training Program for All County Employees	\$133,309
Convert Paper Files to e-format for Records Management	\$100,000
DA - Information Systems Infrastructure	\$333,500
Crime Lab New Equipment	\$80,600
Microfilm Conversion	\$40,000
Equipment Replacement for Food Services	\$262,000
SSA - Implement Mobility Initiative Phones/Tablets	\$148,813
Augment Object 2 for Clean Water Program	\$900,000
Increase One-time Subsidy to SCVMC for Fixed Assets	\$6,003,632
Measure A: One-time Subsidy to SCVMC for Downtown Clinic	\$628,886
Reduce Unfunded Actuarial Liability in Workers Compensation	\$34,000,000
Loan to Airport Fund	\$3,000,000
<b>Total Department One-time Needs</b>	<b>\$53,581,053</b>
One-time AB 109 Costs	\$7,859,945
<b>Total Use of One-time Funds</b>	<b>\$403,400,999</b>



# General Fund Financial Outlook

Local employment growth was strong in 2015, exceeding the statewide average. Home price appreciation continued last year and housing available for purchase declined significantly during 2015. With tightening labor and housing markets, property values in the Santa Clara County are expected to grow, supporting a forecast for continued property tax growth.

## Employment Growth Continues

According to the U.S. Bureau of Labor Statistics total nonfarm employment actually increased by 3.8%, or 38,600 jobs, during 2015 in the Santa Clara County statistical area. Total nonfarm employment for the San Jose-Sunnyvale-Santa Clara statistical area surpassed 1,053,000 in January 2016. The California average statewide growth was 2.8%.

California gained 46,800 nonfarm jobs for the first quarter of 2016. The average quarterly gain in 2015 was 120,750.

The Santa Clara County unemployment rate decreased from 4.7% to 3.8% from January 2015 to January 2016. By comparison, the state unemployment rate decreased from 7.2% to 5.8% during the same period. The state's unemployment rate further fell to 5.4% in March - its lowest level since July 2007, while Santa Clara County's unemployment rate remained at 3.8% in March.

Local labor sources are expected to decline as baby boomers retire in greater numbers. The first wave turned 70 this year and while older workers are working longer than before, most still retire by age 70. As the local supply of labor decreases (as demonstrated by the 3.8% unemployment rate) businesses increasingly have to rely on in-migration for new workers.

## Housing Market Tightest In Bay Area

Growth in the Santa Clara County housing market has been an important contributor to the strength of the local economy. According to the Santa Clara County Realtors Association, the median price for an existing single-family home in Santa Clara County jumped from \$852,500 to \$950,000, an 11.4% increase, during 2015.

The lack of available homes will continue to push home prices upward. Inventories in the area are tight. At the start of 2016, Santa Clara County had 689 single family residences and 202 condominiums and townhomes available for sale. A significant drop in inventory compared to the 1,440 houses and 411 condos/townhomes available at the start of 2015.

## Forecasts for U.S. Economic Growth Indicate A Slow Down

Economists have cut their forecasts for U.S. economic growth in the first quarter of 2016. Falling car sales, equipment purchases by businesses and decline in consumer spending have led Atlanta Federal Reserve's to drop its forecast for first quarter growth to only 0.4%. This is a large decline from its mid-February estimate of 2.5%. Bank of America's economists recently cut their forecast to 0.6% from 2%. A significant slowdown in domestic and international economic growth would negatively impact the market demand for locally produced goods and technology.

## General Fund Revenue

The revenue in the General Fund support a wide variety of services and programs for Santa Clara County residents, including health services, social services, public safety, property assessment, regulatory services, and essential support services. Revenue sources include restricted aid from other government agencies, including the Federal and State government, revenue from charges for services provided by the County, other revenue with restrictions for use, plus general purpose revenue that the County has broad discretion over its use.

Even the County's general purpose, discretionary revenue is not entirely discretionary in that the vast majority must be utilized to pay for programs, services and costs that do not otherwise have dedicated revenue streams. The County must provide resources for the District Attorney, Public Defender, Assessor, Sheriff, and many other programs as required by State law. 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 supported by the County's discretionary revenue. General purpose revenue, such as property tax and sales tax receipts, fund many



County services and programs, but also must be used to contribute to State-mandated maintenance of effort (MOE) obligations and provide matching funds for a variety of grants.

Revenues in the General Fund for fiscal year 2016-2017 (FY 16-17) are projected to total \$2,768,621,119 compared to \$2,610,577,797 in the FY 2015-16 Adopted

Budget; an increase of \$158,043,322 or 6.1%. Major year-over-year increases are attributable to an increase of \$59.3 million in current property tax revenues, an increase of \$37 million from the Federal government and an increase of \$38.6 million from other financing sources (described below).

**Table 1: Comparison of General Fund Revenues from FY 15-16 Approved to FY 16-17 Recommended**

Revenue Category	FY 15-16 Approved	FY 16-17 Recommended	Inc./Dec.)	% Change
Taxes – Current Property	\$824,900,000	\$884,200,000	\$59,300,000	7.2%
Taxes – Other than Current Property	\$110,629,000	\$116,350,000	\$5,721,000	5.2%
Licenses, Permits, Franchises	\$10,846,473	\$11,766,022	\$919,549	8.5%
Fines, Forfeitures, Penalties	\$11,180,922	\$11,445,635	264,713	2.4%
Revenue from Use of Money/Property	\$5,496,324	\$8,959,662	\$3,463,338	63.0%
Aid from Govt Agencies – State	\$683,005,609	\$688,996,728	\$5,991,119	0.9%
Aid from Govt Agencies – Federal	\$480,298,979	\$518,945,608	\$38,646,629	8.0%
Revenue from Other Govt Agencies	\$605,000	\$605,000	\$0	0.0%
Charges for Services	\$110,863,454	\$116,850,726	\$5,987,272	5.4%
Other Financing Sources	\$372,752,036	\$410,501,738	\$37,749,702	10.1%
<b>Total General Fund Revenue</b>	<b>\$2,610,577,797</b>	<b>\$2,768,621,119</b>	<b>\$158,043,322</b>	<b>6.1%</b>

### 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 16-17 Amount	% of Total
Taxes – Current Property	\$884,200,000	31.9%
Aid from Govt Agencies – State	\$688,996,728	24.9%
Aid from Govt Agencies – Federal	\$518,945,608	18.7%
Other Financing Sources	\$410,501,738	14.5%
Charges for Services	\$116,850,726	4.2%
Taxes – Other than Current Property	\$116,350,000	4.2%
Fines, Forfeitures, Penalties	\$11,445,635	0.4%
Licenses, Permits, Franchises	\$11,766,022	0.4%
Revenue from Use of Money/Property	\$8,959,662	0.3%
Revenue from Other Govt Agencies	\$605,000	0.0%
	<b>\$2,768,621,119</b>	<b>100.0%</b>

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 \$884.2 million of the total General Fund revenue, up 7.2% from the amount budgeted in FY 15-16. The total year-over-year increase in budgeted revenue is \$59.3 million.

For FY 16-17, the Administration is projecting an increase in the secured roll of 6.5%. This reflects continued improvement in the performance of the real estate market. Beginning in FY 10-11, the economic recovery contributed a modest roll growth of 1.2% and followed by 3.04% in FY 11-12. However, the roll growth was 7.3% in FY 13-14 and nearly 8.8% in FY 14-15, substantially driven by the restoration of assessed values mandated by Proposition 8. The roll growth as of April, 2016 was reported at 5.4% by the Assessor's Office.



While property tax roll growth reflects the current thriving market conditions, it is important to monitor the housing market and fiscally prepare for the likelihood of a slowdown in the coming year(s).

### State Revenue

State revenue contributes \$689.0 million of the total General Fund revenue, or \$6.0 million more than was budgeted for FY 15-16.

Public Safety Sales Tax (PSST), accounts for \$205.0 million of this estimate. This is the same amount budgeted for FY 15-16 after realization that this sales tax revenue stream is not growing as fast as projected one year ago. PSST is allocated to counties based on statewide sales tax through a complex algorithm that rewards counties with the highest sales tax growth.

State revenues are a large source of non-discretionary revenue which funds health and social service programs. Medi-Cal, child welfare, CalWORKs, Foster Care, Short-Doyle revenues, and SB 90 mandate reimbursement revenues are among the key reimbursement sources which are budgeted in this category.

### Federal Aid

Federal Aid accounts for \$518.9 million of the General Fund revenue, a \$38.6 million increase over budgeted revenue in this category in FY 15-16.

The large majority of Federal revenues are budgeted in the Social Services Agency, In-Home Supportive Services Program, Probation Department, and the Health and Hospital System. Changes in Federal legislation for any of these policy areas could jeopardize projections related to these revenues.

### Other Financing Sources

Other Financing Sources contributes \$410.5 million of the total General Fund revenue, or \$37.7 million more than budgeted for FY 15-16.

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

- Mental Health Services Act – \$94.7 million
- AB 109 Realignment – \$56.2 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 15-16 and FY 16-17.



## Comparison of General Fund Appropriations from FY 15-16 Approved to FY 16-17 Recommended

Expenditure Category	FY 15-16 Approved	FY 16-17 Recommended	Inc./(Dec)	% Change
Salary and Benefits	\$1,403,069,154	\$1,503,622,977	\$100,553,823	7.2%
Services and Supplies	\$1,296,506,365	\$1,445,952,439	\$149,446,074	11.5%
Other Charges	\$19,607,259	\$21,027,500	\$1,420,241	7.2%
Fixed Assets	\$4,039,750	\$1,900,013	(\$2,139,737)	-53.0%
Operating/Equity Transfers	\$218,623,126	\$285,510,028	\$66,886,902	30.6%
Reserves	\$204,223,611	\$170,869,755	(\$33,353,856)	-16.3%
<b>Total Gross Expenditures</b>	<b>\$3,146,069,264</b>	<b>\$3,428,882,713</b>	<b>\$282,813,449</b>	<b>9.0%</b>
Expenditure Transfers	(\$235,956,831)	(\$274,835,888)	(\$38,079,057)	16.5%
<b>Total Net Expenditures</b>	<b>\$2,910,112,433</b>	<b>\$3,154,046,824</b>	<b>\$243,934,392</b>	<b>8.4%</b>

The appropriations for expenditures exceed estimated revenues by \$385.4 million in the General Fund for FY 16-17. This difference is expected to be covered by available FY 15-16 fund balance.

Appropriations are 8.4% higher in the FY 16-17 Recommended Budget than the FY 15-16 Adopted Budget. This increase, particularly in light of a 6.1% increase in revenue, indicates a rising cost of doing business that may not be sustainable.

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

The most significant categories of General Fund expense are Salaries and Benefits and Services and Supplies. These categories represent nearly 86% of gross expenditures.

### Percent of General Fund Expense by Category

Expenditure Category	FY 16-17 Recommended	% of Gross Expenditures
Salary and Benefits	\$1,503,622,977	43.9%
Services and Supplies	\$1,445,952,439	42.2%
Other Charges	\$21,027,500	0.6%
Fixed Assets	\$1,900,013	0.1%
Operating/Equity Transfers	\$285,510,028	8.3%
Reserves	\$170,869,755	5.0%
<b>Total Gross Expenditures</b>	<b>\$3,428,882,713</b>	<b>100.0%</b>
Expenditure Transfers	(\$274,835,888)	
<b>Total Net Expenditures</b>	<b>\$3,154,046,824</b>	

Year-to-year growth in these two categories is 7.2% and 11.5% respectively. As a total, these categories increased 9.3%. Compared to a 6.1% increase in revenue, this level

of expenditure increase is not sustainable. As noted earlier, our challenge is to contain costs within available revenue.

### On the Horizon

The national, state and local economy is supporting an improving tax base that is anticipated to continue to grow through 2017. After seven years of economic recovery from a deep recession, the County General Fund outlook includes an eighth year of growth and possibly a ninth year. It is unclear if FY 18-19, or beyond, will contain a flattening or decline in revenue growth.

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

- The implementation of five year labor contracts in 2014 and 2015 establishes a firmly set growth projection for wages.
- The California Public Employees Retirement System (CalPERS) has adjusted its pension contribution formula to factor in more current trends in life expectancy, retirement age, and investment returns, and implemented a more aggressive amortization of unfunded actuarial liability to improve funding for employee pension obligations.
- The County has implemented a realistic funding formula to address its retiree healthcare insurance unfunded liabilities to attain full funding in 30 years. This requires an acceleration of contributions from the General Fund to the retiree healthcare irrevocable trust fund.
- Health Insurance premiums for current County employees and their dependents continue to grow in cost each year, and despite the progress of the





Affordable Care Act, there is still a general expectation for health insurance premiums to continue significant cost growth for several years.

The General Fund is benefiting from particularly strong property tax growth in FY 15-16 and similar growth is expected in FY 16-17. In addition to normal long-term growth in the tax base from the strong local economy, the recent tax revenue increase is also benefiting from two significant short-term spurts: Reversal of the temporary AB 8 assessment reductions provided to property owners in the wake of the 2009 recession, and a temporary excess Educational Revenue Augmentation Fund (ERAF) property tax allocation from school districts to the County General Fund. The latter is only temporary until the Proposition 98 guaranteed per pupil funding formula is increased statewide to catch up with local property tax growth in several local school districts. This catch up is anticipated to conclude this year.

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



## All Fund and General Fund Summaries

The following summaries provide financial information at the highest level of detail. The All Funds summary presents expenditure and revenue totals for the entire Santa Clara County budget of \$5.6 billion. Expenditures are presented at the object level of detail, which groups expenditures by category, i.e., salaries and benefits or services and supplies. Revenues are presented by source, which includes property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by policy area. An additional chart featured in this section illustrates the proportions of revenues and expenditures, providing a visual presentation of where the County's revenues come from and how they are spent.

Data is also presented for the General Fund. The General Fund is the largest of the County's funds and supports the majority of the services. All revenues and expenditures that are not segregated for specific categorical purposes are budgeted in the General Fund.

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

Like the All Funds summary, charts are also used to reflect General Fund expenditure and revenue totals. The difference between revenues and expenditures in the General Fund reflects the projected end-of-year balance, which is then re-appropriated to fund specific items in the FY 16-17 Recommended Budget.

### Funds Summary - All Funds

	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Expenditures by Policy Area</b>						
Finance and Government	\$ 816,178,758	\$ 1,114,540,699	\$ 730,236,715	\$ 1,312,108,596	\$ 197,567,897	17.7%
Public Safety and Justice	705,140,237	772,068,416	798,906,244	820,557,116	48,488,700	6.3%
Children, Seniors, and Families	768,412,536	872,896,687	908,207,935	913,206,474	40,309,787	4.6%
Santa Clara Valley Health and Hospital System	2,353,032,048	2,575,000,610	2,705,731,633	2,738,812,066	163,811,456	6.4%
Housing, Land Use, Environment and Transportation	282,461,707	292,999,220	276,449,769	328,381,485	35,382,265	12.1%
<b>Total Expenditures by Policy Area</b>	<b>\$ 4,925,225,286</b>	<b>\$ 5,627,505,633</b>	<b>\$ 5,419,532,296</b>	<b>\$ 6,113,065,737</b>	<b>\$ 485,560,104</b>	<b>8.6%</b>
<b>Expenditures by Object</b>						
Salary and Benefits	\$ 2,417,628,108	\$ 2,665,351,541	\$ 2,829,898,043	\$ 2,861,380,979	\$ 196,029,438	7.4%
Services And Supplies	2,188,457,987	2,399,536,567	2,544,291,493	2,661,618,790	262,082,223	10.9%
Other Charges	108,277,351	118,317,313	119,922,581	119,982,581	1,665,268	1.4%
Fixed Assets	194,068,285	132,041,774	16,437,811	201,416,214	69,374,440	52.5%
Operating/Equity Transfers	268,246,102	380,495,417	191,339,440	387,298,912	6,803,495	1.8%
Reserves		211,083,610	35,627,345	204,527,967	(6,555,643)	-3.1%
<b>Total Gross Expenditures</b>	<b>\$ 5,176,677,832</b>	<b>\$ 5,906,826,223</b>	<b>\$ 5,737,516,713</b>	<b>\$ 6,436,225,443</b>	<b>\$ 529,399,221</b>	<b>9.0%</b>
Expenditure Transfers	(251,452,546)	(279,320,590)	(317,984,417)	(323,159,706)	(43,839,116)	15.7%
<b>Total Expenditures by Object</b>	<b>\$ 4,925,225,286</b>	<b>\$ 5,627,505,633</b>	<b>\$ 5,419,532,296</b>	<b>\$ 6,113,065,737</b>	<b>\$ 485,560,104</b>	<b>8.6%</b>



## Funds Summary - All Funds

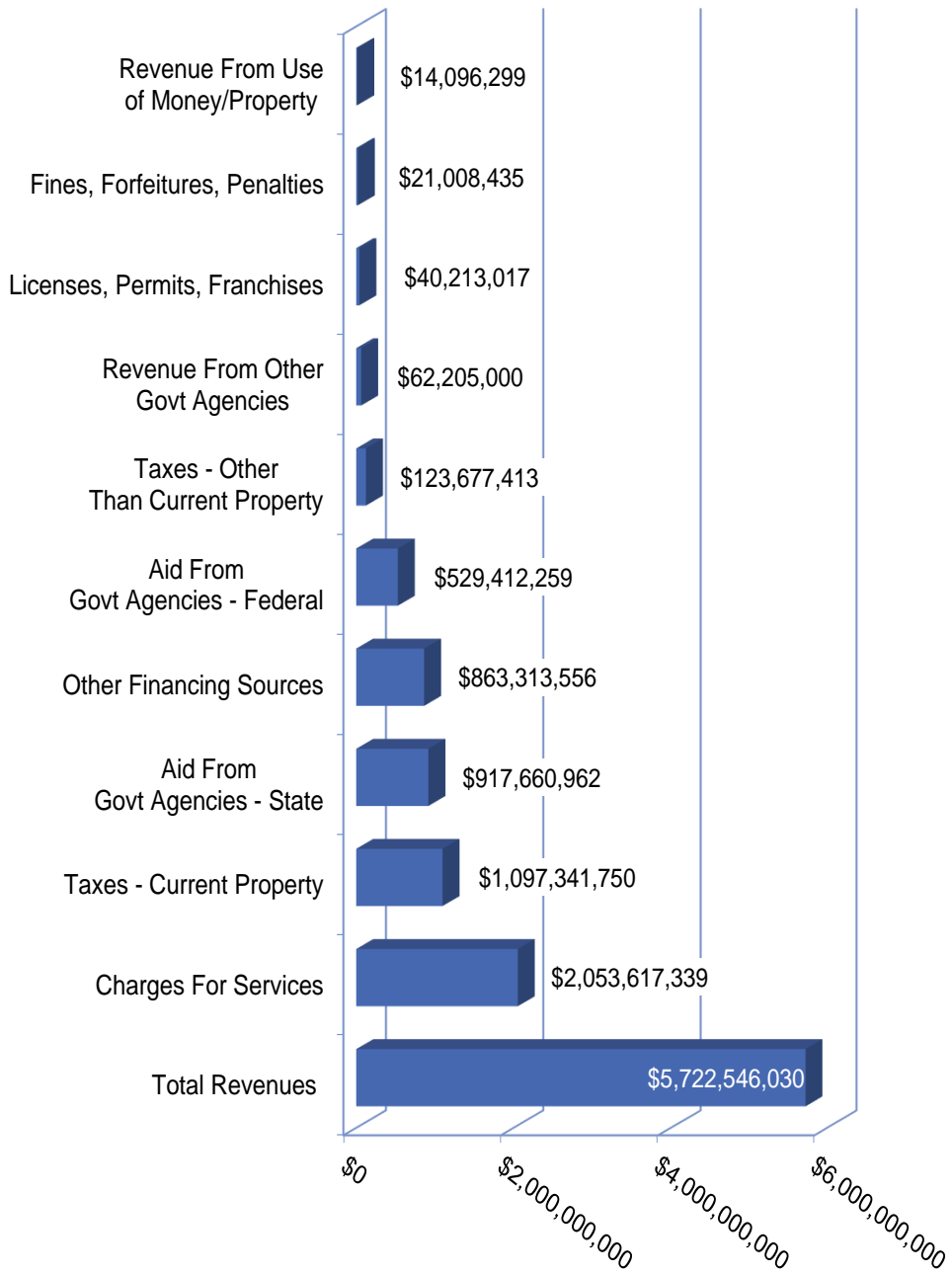
	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Revenues by Policy Area</b>						
Finance and Government	\$ 1,545,716,880	\$ 1,519,935,233	\$ 1,586,989,536	\$ 1,774,350,836	\$ 254,415,603	16.7%
Public Safety and Justice	351,140,470	375,450,007	370,897,412	379,031,539	3,581,532	1.0%
Children, Seniors, and Families	676,637,770	762,858,024	788,172,850	790,940,656	28,082,632	3.7%
Santa Clara Valley Health and Hospital System	2,261,132,330	2,377,605,287	2,477,887,791	2,496,105,015	118,499,728	5.0%
Housing, Land Use, Environment and Transportation	279,255,541	258,521,704	269,362,024	282,117,984	23,596,280	9.1%
<b>Total Revenues by Policy Area</b>	<b>\$ 5,113,882,991</b>	<b>\$ 5,294,370,255</b>	<b>\$ 5,493,309,612</b>	<b>\$ 5,722,546,029</b>	<b>\$ 428,175,774</b>	<b>8.1%</b>
<b>Revenues by Type</b>						
Revenue From Use Of Money/Property	\$ 12,198,332	\$ 10,368,687	\$ 14,096,299	\$ 14,096,299	\$ 3,727,612	36.0%
Aid From Government Agencies - State	736,628,268	784,769,696	920,917,586	917,660,962	132,891,266	16.9%
Other Financing Sources	1,508,429,505	1,512,786,777	649,629,162	863,313,556	(649,473,222)	-42.9%
Charges For Services	1,206,923,678	1,210,283,443	2,054,424,333	2,053,617,339	843,333,896	69.7%
Licenses, Permits, Franchises	37,497,200	38,702,193	40,133,017	40,213,017	1,510,824	3.9%
Aid From Government Agencies - Federal	445,093,690	488,454,897	509,910,418	529,412,259	40,957,362	8.4%
Revenue From Other Government Agencies	38,938,152	103,882,100	62,205,000	62,205,000	(41,677,100)	-40.1%
Taxes - Other Than Current Property	134,180,796	117,901,413	123,677,413	123,677,413	5,776,000	4.9%
Fines, Forfeitures, Penalties	23,142,547	20,986,722	20,974,635	21,008,435	21,713	0.1%
Taxes - Current Property	970,850,823	1,006,234,327	1,097,341,750	1,097,341,750	91,107,423	9.1%
<b>Total Revenues by Type</b>	<b>\$ 5,113,882,991</b>	<b>\$ 5,294,370,255</b>	<b>\$ 5,493,309,612</b>	<b>\$ 5,722,546,029</b>	<b>\$ 428,175,774</b>	<b>8.1%</b>

## Position by Committee - All Funds

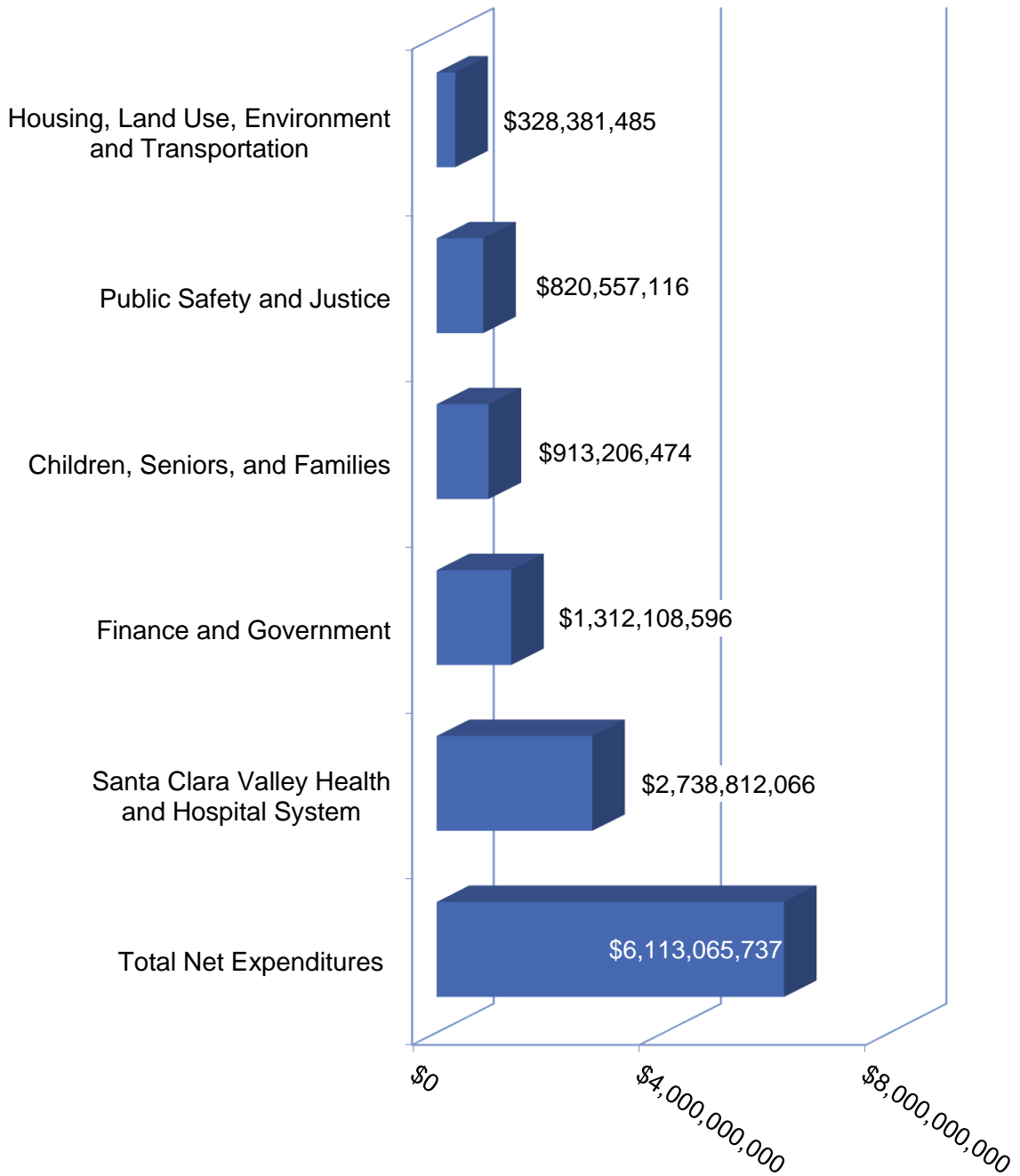
	FY 2016 Approved	FY 2016 Adjusted	FY 2017 Recommended	Amount Change from 2016 Approved
Finance and Government	2,205.4	2,249.3	2,344.8	139.4
Public Safety and Justice	3,707.5	3,741.5	3,773.0	65.5
Children, Seniors, and Families	3,056.5	3,071.5	3,084.5	28.0
Santa Clara Valley Health and Hospital System	7,123.9	7,421.3	7,566.7	442.8
Housing, Land Use, Environment and Transportation	823.8	822.3	828.3	4.5
<b>Total</b>	<b>16,917.1</b>	<b>17,305.9</b>	<b>17,597.2</b>	<b>680.1</b>



## All Fund Resources



# All Fund Expenditures



Introduction



## Funds Summary - General Fund

	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Expenditures by Policy Area</b>						
Finance and Government	\$ 397,680,317	\$ 715,827,214	\$ 375,038,446	\$ 810,356,564	\$ 94,529,350	13.2%
Public Safety and Justice	705,120,816	772,033,416	798,871,244	820,522,116	48,488,700	6.3%
Children, Seniors, and Families	731,399,791	835,589,707	869,311,539	876,157,588	40,567,881	4.9%
Santa Clara Valley Health and Hospital System	490,377,134	560,781,279	605,648,210	615,541,763	54,760,484	9.8%
Housing, Land Use, Environment and Transportation	22,421,111	25,880,817	29,463,281	31,468,793	5,587,976	21.6%
<b>Total Expenditures by Policy Area</b>	<b>\$ 2,346,999,168</b>	<b>\$ 2,910,112,433</b>	<b>\$ 2,678,332,720</b>	<b>\$ 3,154,046,824</b>	<b>\$ 243,934,391</b>	<b>8.4%</b>

<b>Expenditures by Object</b>						
Salary and Benefits	\$ 1,258,052,736	\$ 1,403,069,154	\$ 1,485,682,399	\$ 1,503,622,977	\$ 100,553,823	7.2%
Services And Supplies	1,133,495,648	1,296,506,365	1,341,752,973	1,445,952,439	149,446,075	11.5%
Other Charges	19,659,581	19,607,259	21,027,500	21,027,500	1,420,241	7.2%
Fixed Assets	17,985,923	4,039,750	0	1,900,013	(2,139,737)	-53.0%
Operating/Equity Transfers	126,954,075	218,623,126	91,399,947	285,510,028	66,886,902	30.6%
Reserves	?	204,223,611	13,480,455	170,869,755	(33,353,856)	-16.3%
<b>Total Gross Expenditures</b>	<b>\$ 2,556,147,963</b>	<b>\$ 3,146,069,264</b>	<b>\$ 2,953,343,275</b>	<b>\$ 3,428,882,713</b>	<b>\$ 282,813,448</b>	<b>9.0%</b>
Expenditure Transfers	(209,148,795)	(235,956,831)	(275,010,554)	(274,835,888)	(38,879,057)	16.5%
<b>Total Expenditures by Object</b>	<b>\$ 2,346,999,168</b>	<b>\$ 2,910,112,433</b>	<b>\$ 2,678,332,720</b>	<b>\$ 3,154,046,824</b>	<b>\$ 243,934,391</b>	<b>8.4%</b>

<b>Revenues by Policy Area</b>						
Finance and Government	\$ 1,145,824,420	\$ 1,117,684,171	\$ 1,219,562,074	\$ 1,228,501,012	\$ 110,816,841	9.9%
Public Safety and Justice	351,140,470	375,415,007	370,862,412	378,996,539	3,581,532	1.0%
Children, Seniors, and Families	639,452,705	725,551,044	751,188,240	753,956,046	28,405,002	3.9%
Santa Clara Valley Health and Hospital System	339,241,606	378,087,995	389,388,255	390,555,513	12,467,518	3.3%
Housing, Land Use, Environment and Transportation	14,774,890	13,839,579	16,381,659	16,612,009	2,772,430	20.0%
<b>Total Revenues by Policy Area</b>	<b>\$ 2,490,434,090</b>	<b>\$ 2,610,577,797</b>	<b>\$ 2,747,382,640</b>	<b>\$ 2,768,621,119</b>	<b>\$ 158,043,322</b>	<b>6.1%</b>

<b>Revenues by Type</b>						
Revenue From Use Of Money/Property	\$ 5,587,294	\$ 5,496,324	\$ 8,959,662	\$ 8,959,662	\$ 3,463,338	63.0%
Aid From Government Agencies - State	633,799,209	683,005,609	692,567,479	688,996,728	5,991,119	0.9%
Other Financing Sources	368,781,768	372,752,036	399,556,706	410,501,738	37,749,702	10.1%
Charges For Services	118,986,097	110,863,454	117,925,036	116,850,726	5,987,272	5.4%
Licenses, Permits, Franchises	10,777,871	10,846,473	11,686,022	11,766,022	919,549	8.5%
Aid From Government Agencies - Federal	428,397,647	480,298,979	504,120,900	518,945,608	38,646,629	8.0%
Fines, Forfeitures, Penalties	14,129,632	11,180,922	11,411,835	11,445,635	264,713	2.4%
Revenue From Other Government Agencies	1,423,374	605,000	605,000	605,000	0	0.0%
Taxes - Other Than Current Property	126,547,933	110,629,000	116,350,000	116,350,000	5,721,000	5.2%
Taxes - Current Property	782,003,266	824,900,000	884,200,000	884,200,000	59,300,000	7.2%
<b>Total Revenues by Type</b>	<b>\$ 2,490,434,090</b>	<b>\$ 2,610,577,797</b>	<b>\$ 2,747,382,640</b>	<b>\$ 2,768,621,119</b>	<b>\$ 158,043,322</b>	<b>6.1%</b>

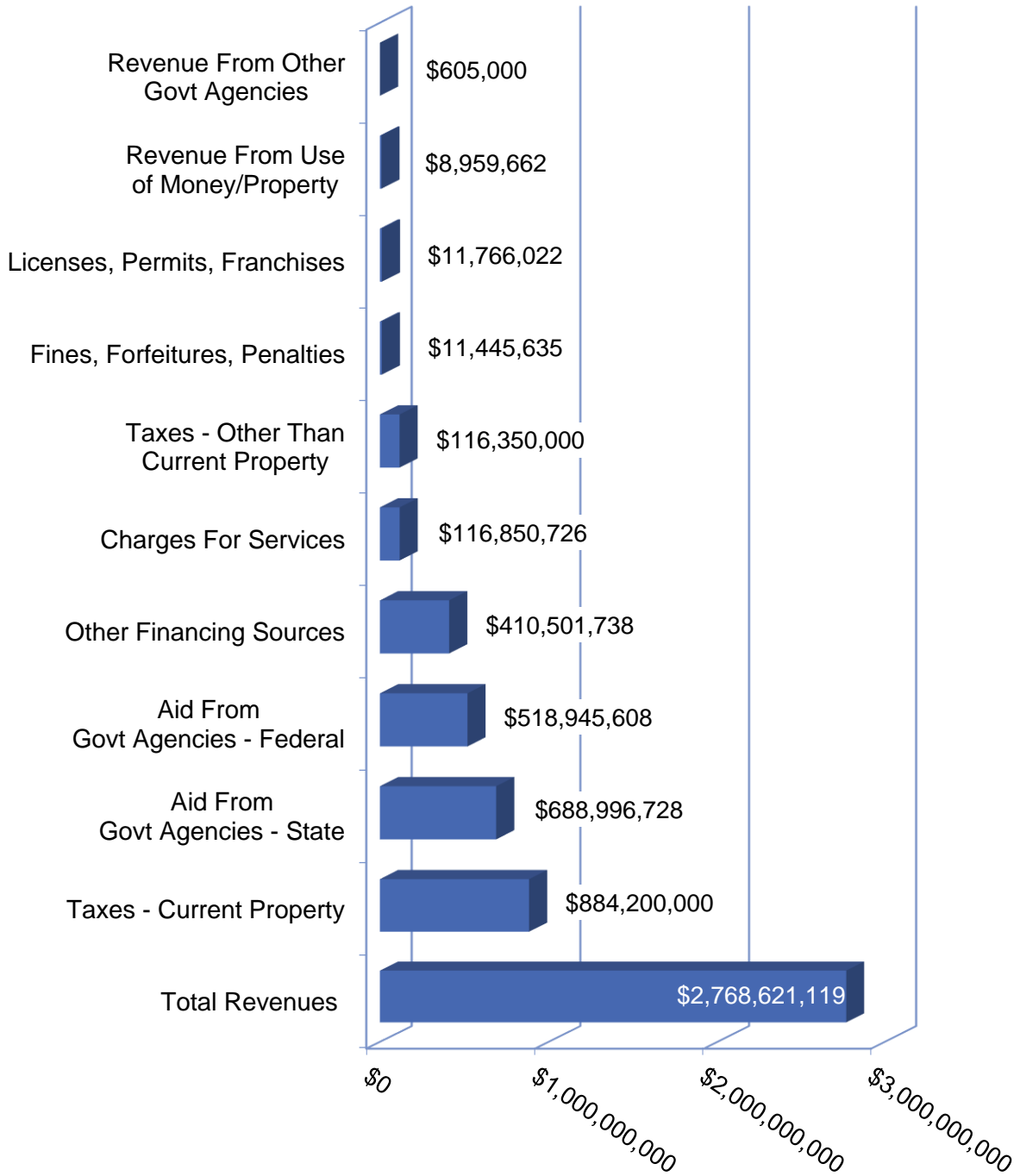


## Position by Committee - General Fund

	FY 2016 Approved	FY 2016 Adjusted	FY 2017 Recommended	Amount Change from 2016 Approved
Finance and Government	1,571.1	1,611.6	1,687.0	115.9
Public Safety and Justice	3,707.5	3,741.5	3,773.0	50.5
Children, Seniors, and Families	2,813.5	2,828.5	2,855.5	42.0
Santa Clara Valley Health and Hospital System	1,424.0	1,480.3	1,481.2	57.2
Housing, Land Use, Environment and Transportation	182.5	187.0	190.0	7.5
<b>Total</b>	<b>9,698.6</b>	<b>9,848.9</b>	<b>9,986.7</b>	<b>273.1</b>

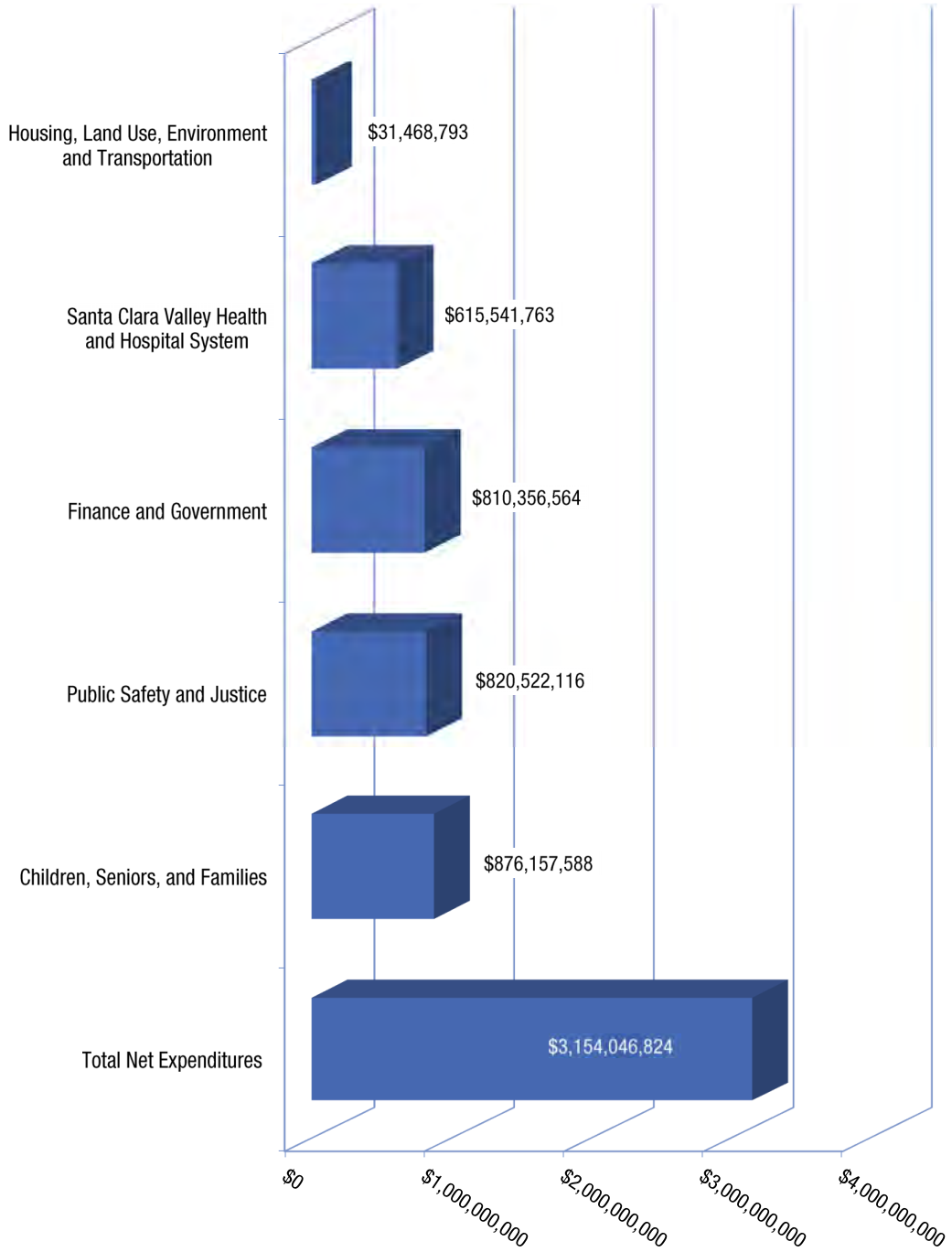


## General Fund Resources





# General Fund Expenditures



## Historical Fund Balance Allocations for the General Fund<sup>a</sup>

Fiscal Year	General Fund Balance as of June 30 <sup>b</sup>	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves and Other One-time Needs	Ongoing Costs
FY 15-16 Estimated	\$385,425,706	\$131,063,060	\$136,147,441	\$56,749,500	\$61,465,705	
FY 14-15 Approved	\$299,534,638	\$155,587,079	\$59,002,765	\$38,655,752	\$46,289,042	
FY 13-14 Approved	\$180,907,700	\$113,126,000	\$26,310,000	\$19,464,351	\$22,007,349	
FY 12-13 Approved	\$205,350,000	\$106,583,000	\$29,800,000	\$26,192,453	\$42,774,547	
FY 11-12 Approved	\$127,600,000	\$96,650,000	\$13,750,000	\$3,624,808	\$8,975,192	
FY 10-11 Approved	\$99,124,000	\$91,376,397	\$7,747,603			
FY 09-10 Approved	\$121,660,000	\$91,144,521	\$8,775,000	\$6,345,456	\$1,861,867	\$13,533,156
FY 08-09 Approved	\$126,261,000	\$93,760,139				\$32,500,861
FY 07-08 Approved	\$93,200,000	\$93,200,000				
FY 06-07 Approved	\$167,028,000	\$87,744,712	\$13,557,133	\$5,585,977	\$30,302,810	\$29,837,368
FY 05-06 Approved	\$178,960,000	\$87,730,182	\$9,525,000	\$3,524,530	\$27,359,542	\$50,820,746
FY 04-05 Approved	\$164,600,000	\$76,640,120	\$10,000,000	\$4,035,000	\$34,024,880	\$39,900,000
FY 03-04 Approved	\$98,100,000	\$43,805,944	\$13,950,000	\$1,252,663	\$2,777,393	\$36,314,000
FY 02-03 Approved	\$120,300,000	\$37,000,000	\$8,620,000	\$5,900,000	\$58,780,000	\$10,000,000
FY 01-02 Approved	\$111,400,000	\$58,648,120	\$11,884,000	\$24,770,630	\$5,097,250	\$11,000,000
FY 00-01 Approved	\$133,646,748	\$68,146,748	\$36,057,140	\$17,754,696	\$11,688,164	
FY 99-00 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 14-15 Actual	FY 15-16 Approved	FY 16-17 Recommended
110	Controller-Treasurer	4002200	Aircraft Taxes	\$2,656,742	\$2,700,000	\$2,970,000
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$209,587,150	\$226,900,000	\$242,600,000
110	Controller-Treasurer	4010100	Sales Tax – Unincorporated Area	\$3,729,391	\$4,700,000	\$5,000,000
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$1,109,139	\$300,000	\$500,000
110	Controller-Treasurer	4010350	Sales Tax – 2013 Measure A	\$47,033,485	\$49,000,000	\$51,000,000
110	Controller-Treasurer	4301100	Interest-Deposits and Investments	\$4,760,075	\$4,639,000	\$8,033,749
110	Controller-Treasurer	4403100	State-Motor Vehicle	\$8,513,813	\$31,162,714	\$37,467,718
110	Controller-Treasurer	4920115	2011 Public Safety Realign-SB 1020	\$19,926,882	\$21,204,243	\$21,204,243
110	Controller-Treasurer	4404100	State-Highway Prop	\$0	\$2,200	\$2,200
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$2,647,843	\$2,647,000	\$2,627,000
110	Controller-Treasurer	4001100	Current Secured	\$353,332,313	\$381,200,000	\$404,400,000
110	Controller-Treasurer	4002100	Current Unsecured	\$36,848,372	\$34,100,000	\$37,500,000
110	Controller-Treasurer	4003100	Property Taxes – Retiree Benefit Levy	\$153,594,007	\$160,200,000	\$176,600,000
110	Controller-Treasurer	4006100	Prop Taxes-SB 813	\$17,831,492	\$14,500,000	\$13,000,000
110	Controller-Treasurer	4205100	Penalties and Costs	\$38,124,810	\$26,000,000	\$26,000,000
114	County Recorder	4020300	Real Property Transfer Tax	\$28,486,132	\$27,000,000	\$29,000,000
148	Department of Revenue	4020400	Transient Occupancy Tax	\$674,212	\$549,000	\$480,000
148	Department of Revenue	4106100	Franchises	\$1,652,750	\$1,700,000	\$1,850,000
501	Social Services Agency	4301100	Interest-Deposits	\$95,855	\$161,679	\$161,679
<b>Total Discretionary Revenue</b>				<b>\$930,604,463</b>	<b>\$988,665,836</b>	<b>\$1,060,396,589</b>



## 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 \$1,060 million in the FY 16-17 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 16-17 Use of Discretionary Revenue and Fund Balance

	FY 16-17 Recommended Budget Level			Use of FY 15-16 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
<b>General Fund Operations</b>						
Board of Supervisors	(\$7,698,101)	\$7,698,101	\$0	\$0	\$0	\$0
Clerk of the Board of Supervisors	(\$7,741,255)	\$7,741,255	\$0	\$0	\$0	\$0
County Executive	(\$33,401,757)	\$33,401,757	\$0	\$0	\$0	\$0
Assessor	(\$37,881,054)	\$37,881,054	\$0	\$0	\$0	\$0
Procurement Department	(\$15,202,779)	\$15,202,779	\$0	\$0	\$0	\$0
County Counsel	(\$18,601,109)	\$18,601,109	\$0	\$0	\$0	\$0
Registrar Of Voters	(\$15,104,402)	\$14,088,171	(\$1,016,231)	\$1,016,231	\$0	\$1,016,231
Information Services	(\$65,677,505)	\$11,524,613	(\$54,152,892)	\$54,152,892	\$0	\$54,152,892
Communications Department	(\$17,213,157)	\$17,213,157	\$0	\$0	\$0	\$0
Facilities Department	(\$191,707,163)	\$53,559,722	(\$138,147,441)	\$138,147,441	\$0	\$138,147,441
Employee Services Agency	(\$20,762,364)	\$20,762,364	\$0	\$0	\$0	\$0
Finance Agency	\$81,366,750	(\$82,166,750)	(\$800,000)	\$800,000	\$0	\$800,000
<b>Finance &amp; Government Operations</b>	<b>(\$349,623,897)</b>	<b>\$155,507,333</b>	<b>(\$194,116,564)</b>	<b>\$194,116,564</b>	<b>\$0</b>	<b>\$194,116,564</b>
% of General Fund Operations Total	28.2%	14.9%	97.7%	97.7%	0.0%	97.7%
District Attorney Department	(\$103,682,075)	\$103,572,075	(\$110,000)	\$110,000	\$0	\$110,000
Public Defender	(\$59,672,899)	\$59,672,899	\$0	\$0	\$0	\$0
Office Of Pretrial Services	(\$5,305,639)	\$5,305,639	\$0	\$0	\$0	\$0
Criminal Justice Support	\$175,223,148	(\$175,223,148)	\$0	\$0	\$0	\$0
Sheriff's Department	(\$89,047,760)	\$89,047,760	\$0	\$0	\$0	\$0
Sheriff's DOC Contract	(\$136,110,239)	\$136,110,239	\$0	\$0	\$0	\$0
Department Of Correction	(\$86,120,478)	\$85,274,283	(\$846,195)	\$846,195	\$0	\$846,195



## FY 16-17 Use of Discretionary Revenue and Fund Balance (Continued)

	FY 16-17 Recommended Budget Level			Use of FY 15-16 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	(\$132,369,464)	\$132,275,333	(\$94,131)	\$94,131	\$0	\$94,131
Medical Examiner-Coroner	(\$4,440,172)	\$4,440,172	\$0	\$0	\$0	\$0
<b>Public Safety &amp; Justice</b>	<b>(\$441,525,577)</b>	<b>\$440,475,251</b>	<b>(\$1,050,326)</b>	<b>\$1,050,326</b>	<b>\$0</b>	<b>\$1,050,326</b>
% of General Fund Operations Total	35.6%	42.2%	0.5%	0.5%	0.0%	0.5%
In-Home Supportive Services	(\$68,479,571)	\$68,479,571	\$0	\$0	\$0	\$0
Social Services Agency Office	(\$93,355,885)	\$93,355,885	\$0	\$0	\$0	\$0
SSA-1991 Realignment	\$82,404,157	(\$82,404,157)	\$0	\$0	\$0	\$0
SSA-Family & Children Services	(\$76,416,979)	\$76,416,979	\$0	\$0	\$0	\$0
SSA-Employment & Benefit Services	\$37,649,090	(\$37,649,090)	\$0	\$0	\$0	\$0
SSA-Aging & Adult Services	(\$4,164,034)	\$4,164,034	\$0	\$0	\$0	\$0
<b>Children, Seniors &amp; Families</b>	<b>(\$122,363,222)</b>	<b>\$122,363,222</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
% of General Fund Operations Total	9.9%	11.7%	0.0%	0.0%	0.0%	0.0%
Public Health	(\$45,591,476)	\$45,591,476	\$0	\$0	\$0	\$0
Behavioral Health Services Department	(\$165,250,328)	\$162,554,572	(\$2,695,756)	\$2,695,756	\$0	\$2,695,756
Custody Health Services	\$0	\$0	\$0	\$0	\$0	\$0
Community Health Services	(\$14,144,446)	\$14,144,446	\$0	\$0	\$0	\$0
Special Programs-SCVMC Subsidy	(\$88,033,243)	\$88,033,243	\$0	\$0	\$0	\$0
<b>Health &amp; Hospital</b>	<b>(\$313,019,493)</b>	<b>\$310,323,737</b>	<b>(\$2,695,756)</b>	<b>\$2,695,756</b>	<b>\$0</b>	<b>\$2,695,756</b>
% of General Fund Operations Total	25.2%	29.8%	1.4%	1.4%	0.0%	1.4%
Planning and Development Department	(\$7,195,150)	\$7,195,150	\$0	\$0	\$0	\$0
Consumer & Environmental Protection Agency	(\$7,661,634)	\$6,761,634	(\$900,000)	\$900,000	\$0	\$900,000
<b>Housing, Land Use, Environment &amp; Transportation</b>	<b>(\$14,856,784)</b>	<b>\$13,956,784</b>	<b>(\$900,000)</b>	<b>\$900,000</b>	<b>\$0</b>	<b>\$900,000</b>
% of General Fund Operations Total	1.2%	1.3%	0.5%	0.5%	0%	0.5%
<b>General Fund Operations Total</b>	<b>(\$1,241,388,973)</b>	<b>\$1,042,626,327</b>	<b>(\$198,762,646)</b>	<b>\$198,762,646</b>	<b>\$0</b>	<b>\$198,762,646</b>
% of General Fund Total	85.9%	98.3%	51.6%	51.6%	0.0%	51.6%
<b>General Fund Special Programs &amp; Reserves</b>						
Special Programs	(\$73,370,262)	\$17,770,262	(\$55,600,000)	\$55,600,000	\$0	\$55,600,000
Contingency Reserve	(\$131,063,060)	\$0	(\$131,063,060)	\$131,063,060	\$0	\$131,063,060
<b>Special Programs &amp; Reserves Total</b>	<b>(\$204,433,322)</b>	<b>\$17,770,262</b>	<b>(\$186,663,060)</b>	<b>\$186,663,060</b>	<b>\$0</b>	<b>\$186,663,060</b>
% of General Fund Total	14.1%	1.7%	48.4%	48.4%	0.0%	48.4%
<b>Total General Fund</b>	<b>(\$1,445,822,295)</b>	<b>\$1,060,396,589</b>	<b>(\$385,425,706)</b>	<b>\$385,425,706</b>	<b>\$0</b>	<b>\$385,425,706</b>

# Board Committee Structure

## The Relationship to the Budget Process

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

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

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

## Finance and Government Operations

The Finance and Government Operations Committee (FGOC) provides oversight and direction to the County Executive in the areas of finance, budget, technology and capital projects.

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

The FGOC also focuses on identifying cost-saving recommendations through the use of the Board's independent management auditor, the Harvey Rose Corporation. The Harvey Rose Corporation reviews the Recommended Budget to assure its accuracy and to identify areas where savings or additional revenues can be found.

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

## Public Safety and Justice

This committee is responsible for oversight of the criminal justice system. A key area of focus is preserving the non-custodial treatment options brought about by the implementation of the voter-approved referendum mandating drug treatment instead of incarceration for non-violent drug crimes. Another key area is the implementation of AB 109 Realignment which shifted the responsibility for certain offenders from the State to the County. This committee also provides a venue for discussion of matters related to the court system. This committee reviews budget recommendations relating to the criminal justice departments, including the:

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

## Children, Seniors and Families

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

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

## Health and Hospital

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

- Public Health Department
- Behavioral Health Services
- Custody Health Services
- Community Health Services
- Valley Health Plan
- Santa Clara Valley Medical Center.

## Housing, Land Use, Environment and Transportation

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

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

## FY 15-16 Inventory of Board of Supervisors Budget Proposals

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

The list presented here reflects Budget Inventory items approved by the Board of Supervisors for FY 15-16.

Funding for ongoing items remains in the FY 16-17 base budget and funding for one-time items has been removed from the FY 16-17 base budget.

### Inventory Items Approved for FY 15-16

Item	Agency/ Department	Proposal	FTE	Ongoing Expense	Ongoing Revenue	Ongoing Net	One-Time Expense	Total Ongoing & One-time
1	Office of the County Executive	Allocate \$86,716 to fund 1 FTE Administrative Assistant position in the Office of the County Executive to support the Office of Cultural Competency, Office of Immigrant Relations, and Office of LGBTQ Affairs.	1.0	\$104,060	\$0	\$104,060	(\$17,344)	\$86,716
2	Board Offices	Allocate \$766,190 to fund 1.0 FTE Board Aide and supporting Object 2 cost for each of the 5 Board Offices. \$10,000 of the object 2 cost is one-time.	5.0	\$766,190	\$0	\$766,190	\$10,000	\$776,190
3	Clerk of the Board of Supervisors	Allocate \$110,041 to fund 1 FTE Administrative Support Officer position in the Office of the Clerk of the Board to ensure management of contracting.	1.0	\$126,049	\$0	\$126,049	(\$16,008)	\$110,041
4	Social Services Agency	Allocate \$122,323 in one-time funds to support the implementation of the Domestic Violence Technology Services Pilot Project (mobile chat/hotline)	0.0	\$0	\$0	\$0	\$122,323	\$122,323
5	Social Services Agency	Allocate \$350,350 (annually for 5 years) to fund a contract with Asian Americans for Community Involvement (AACI) to provide case management, emergency shelter, and housing assistance for human trafficking, domestic violence and sexual assault victims.	0.0	\$0	\$0	\$0	\$1,751,750	\$1,751,750
6	Office of the County Executive	Allocate \$1,801,491 to the Office of Women's Policy for 1 FTE unclassified management analyst and contracts that focus on human trafficking and sexually exploited children issues.	1.0	\$137,389	\$0	\$137,389	\$1,664,102	\$1,801,491
7	Consumer and Environment al Protection Agency	Allocate \$150,828 for 1 FTE Animal Control Officer to assist the Consumer and Environmental Protection Agency with animal control services. Total cost offset by \$19,834 by Fund 70 revenue.	1.0	\$110,228	\$19,834	\$90,394	\$60,434	\$150,828
8	Special Programs	Allocate \$400,000 of EMS Trust Funds to augment staffing at CalFire (Sweetwater) station.	0.0	\$0	\$0	\$0	\$400,000	\$400,000



## Inventory Items Approved for FY 15-16

Item	Agency/ Department	Proposal	FTE	Ongoing Expense	Ongoing Revenue	Ongoing Net	One-Time Expense	Total Ongoing & One-time
9	Santa Clara Valley Medical Center	Allocate \$95,000 (annually for 2 years) to fund a Project Coordinator position at the Stanford Longevity Center, working on a retiree health study (volunteer project).	0.0	\$0	\$0	\$0	\$190,000	\$190,000
10	Santa Clara Valley Medical Center	Allocate \$268,617 to fund a 0.5 FTE Nurse Coordinator and 1.5 FTE Medical Social Worker in the Trauma to Triumph program.	2.0	\$320,741	\$0	\$320,741	(\$52,124)	\$268,617
11	Community Health Services	Allocate \$82,000 on a one-time basis to increase adult primary care services at the Washington Neighborhood Clinic.	0.0	\$0	\$0	\$0	\$82,000	\$82,000
12	Behavioral Health Department	Allocate \$10,000 on a one-time basis for capital costs related to the San Jose homeless women program.	0.0	\$0	\$0	\$0	\$10,000	\$10,000
13	Public Health Department	Allocate \$131,382 to fund 1 FTE Health Program Specialist to coordinate diabetes prevention efforts.	1.0	\$145,659	\$0	\$145,659	(\$14,277)	\$131,382
14	Public Health Department	Allocate \$100,000 on a one-time basis to support a diabetes awareness campaign.	0.0	\$0	\$0	\$0	\$100,000	\$100,000
15	Public Health Department	Allocate \$250,000 one-time from the EMS trust fund and \$250,000 from Measure A FY15 Fund balance to create an Automated External Defibrillator (AED) reserve that totals \$500,000 for schools and local government purchase match.	0.0	\$0	\$0	\$0	\$500,000	\$500,000
16	Clerk of the Board of Supervisors	Allocate \$100,000 for the Hispanic Foundation of Silicon Valley to establish the Family College Success Center (FCSC).	0.0	\$0	\$0	\$0	\$100,000	\$100,000
17	Office of the County Executive	Allocate \$50,000 to Office of Women's Policy to continue funding the Vulnerable Workers Rights Program at Katherine and George Alexander Community Law Center	0.0	\$50,000	\$0	\$50,000	\$0	\$50,000
18	Public Health Department	Allocate \$145,835 to fund a public health nurse to oversee psychotropic medication use among foster youth.	1.0	\$163,002	\$0	\$163,002	(\$17,167)	\$145,835
19	Social Services Agency	Allocate \$200,000 one-time for contracts with Dependency Advocacy Center and Law Foundation of Silicon Valley that provide legal representation for parents and children in dependency court proceedings.	0.0	\$0	\$0	\$0	\$200,000	\$200,000
20	County Sheriff's Department	Allocate \$214,032 for 1 FTE Sheriff Sergeant to coordinate fraud protection for vulnerable communities.	1.0	\$214,032	\$0	\$214,032	\$0	\$214,032





## Inventory Items Approved for FY 15-16

Item	Agency/ Department	Proposal	FTE	Ongoing Expense	Ongoing Revenue	Ongoing Net	One-Time Expense	Total Ongoing & One-time
21	Behavioral Health Department	Allocate \$200,000 on an ongoing basis to support the Emergency Assistance Network Housing Specialist Pilot Program. Allocate \$291,000 (annually for 3 years) for housing specialists to provide hands-on assistance to families.	0.0	\$200,000	\$0	\$200,000	\$873,000	\$1,073,000
22	Social Services Agency	Allocate \$50,000 (annually for 2 years) to the Department of Aging and Adult Services to support the Age-Friendly County project (Age-Friendly designation).	0.0	\$0	\$0	\$0	\$100,000	\$100,000
23	Social Services Agency	Allocate \$53,610 one-time to Good Karma Bikes to support the Transition Age Youth to College Program.	0.0	\$0	\$0	\$0	\$53,610	\$53,610
24	Behavioral Health Department	Allocate \$50,000 one-time for Project WeHOPE.	0.0	\$0	\$0	\$0	\$50,000	\$50,000
25	Clerk of the Board of Supervisors	Allocate \$75,000 (annually for 3 years) for Environmental Volunteers, Deer Hollow Farm, and Palo Alto Museum and Zoo for outdoor and environmental education.	0.0	\$0	\$0	\$0	\$225,000	\$225,000
26	Behavioral Health Department	Allocate \$93,750 (annually for 2 years) for Downtown Streets Team for business outreach.	0.0	\$0	\$0	\$0	\$187,500	\$187,500
27	Clerk of the Board of Supervisors	Allocate \$30,000 (annually for 3 years) to establish a Stanford University Fellowship Program.	0.0	\$0	\$0	\$0	\$90,000	\$90,000
28	Clerk of the Board of Supervisors	Allocate \$20,000 on a one-time basis for a Day Worker Center in Mountain View.	0.0	\$0	\$0	\$0	\$20,000	\$20,000
29	Behavioral Health Department	Allocate \$80,000 one-time to produce a school by school inventory of neighborhood and agency partners that are possible collaborators with School Linked Services Program.	0.0	\$0	\$0	\$0	\$80,000	\$80,000
30	Clerk of the Board of Supervisors	Allocate \$79,133 for 1 FTE Board Records Assistant II to support records management.	1.0	\$94,959	\$0	\$94,959	(\$15,826)	\$79,133
31	Probation Department	Allocate \$800,000 to establish, staff ,and support a Neighborhood Services Unit.	1.0	\$800,000	\$0	\$800,000	\$0	\$800,000
32	Santa Clara Valley Medical Center	Allocate \$155,000 one-time to support Corporate Work Study programs.	0.0	\$0	\$0	\$0	\$155,000	\$155,000
33	Social Services Agency	Allocate \$85,000 (annually for 3 years) to fund a Domestic Violence Case Management and Education Program.	0.0	\$0	\$0	\$0	\$255,000	\$255,000
34	Probation Department	Allocate \$90,000 (annually for 2 years) to establish Teen Success Probation Pilot.	0.0	\$0	\$0	\$0	\$180,000	\$180,000



## Inventory Items Approved for FY 15-16

Item	Agency/ Department	Proposal	FTE	Ongoing Expense	Ongoing Revenue	Ongoing Net	One-Time Expense	Total Ongoing & One-time
35	Social Services Agency	Allocate \$75,000 (annually for 3 years) to fund a Coordinated Care Outreach Program at the Avenidas Rose Kleiner Center.	0.0	\$0	\$0	\$0	\$225,000	\$225,000
36	Social Services Agency	Allocate \$25,000 for FY 15-16, \$20,000 for FY 16-17, and \$15,000 for FY 17-18 to Ada's Café to support their job training and employment program.	0.0	\$0	\$0	\$0	\$60,000	\$60,000
37	Clerk of the Board of Supervisors	Allocate \$40,000 (annually for 3 years) to support the Saratoga Adult Care Center.	0.0	\$0	\$0	\$0	\$120,000	\$120,000
38	Office of the County Executive	Allocate \$40,000 one-time to improve accessibility to Gov 101 Academy online content.	0.0	\$0	\$0	\$0	\$40,000	\$40,000
39	Clerk of the Board of Supervisors	Allocate \$50,000 one-time to support the Silicon Valley Black Chamber of Commerce jobs initiative.	0.0	\$0	\$0	\$0	\$50,000	\$50,000
40	Clerk of the Board of Supervisors	Allocate \$66,200 one-time to support the SJSU Social Impact Internship Program.	0.0	\$0	\$0	\$0	\$66,200	\$66,200
41	Social Services Agency	Allocate \$94,000 one-time to Asian Americans for Community Involvement (AACI) to improve their facilities.	0.0	\$0	\$0	\$0	\$94,000	\$94,000
<b>FULL INVENTORY TOTAL</b>			<b>16.0</b>	<b>\$3,232,309</b>	<b>\$19,834</b>	<b>\$3,212,475</b>	<b>\$7,982,173</b>	<b>\$11,194,648</b>



# 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

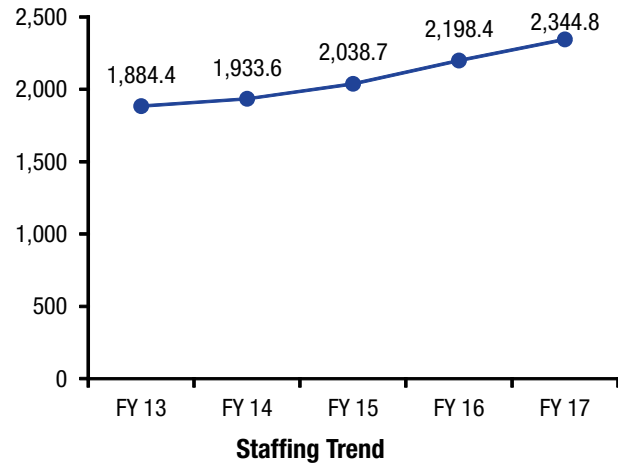
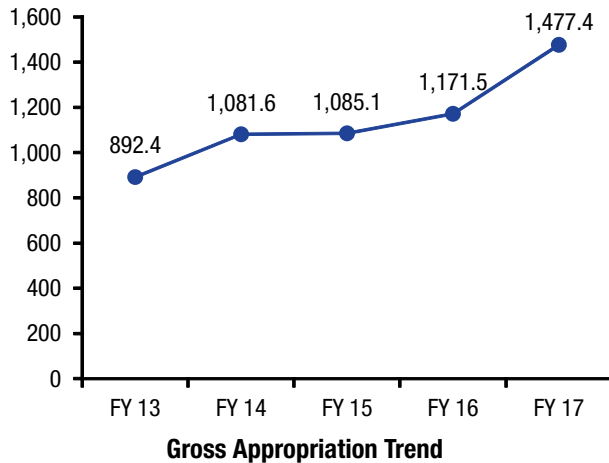
- ➔ Appropriations for Contingencies
- ➔ Special Programs and Reserves
- ➔ Supervisorial District # 1
- ➔ Supervisorial District # 2
- ➔ Supervisorial District # 3
- ➔ Supervisorial District # 4
- ➔ Supervisorial District # 5
- ➔ Clerk of the Board
- ➔ Office of the County Executive
- ➔ Office of the 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 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
119	Special Programs	\$ 98,161,805	\$ 206,446,388	\$ 98,323,205	\$ 176,826,309	\$ (29,620,079)	-14.3%
910	Reserves	—	155,587,079	—	131,063,060	(24,524,019)	-15.8%
101	Supervisory District #1	1,139,682	1,485,498	1,537,650	1,539,620	54,122	3.6%
102	Supervisory District #2	1,202,725	1,485,498	1,537,638	1,539,620	54,122	3.6%
103	Supervisory District #3	1,300,119	1,485,498	1,537,641	1,539,620	54,122	3.6%
104	Supervisory District #4	1,073,271	1,485,498	1,537,639	1,539,620	54,122	3.6%
105	Supervisory District #5	1,301,184	1,485,498	1,537,650	1,539,620	54,122	3.6%
106	Clerk-Board of Supervisors	6,040,007	7,961,437	7,786,037	7,803,128	(158,309)	-2.0%
107	County Executive	28,992,036	31,237,460	28,153,662	30,124,611	(1,112,850)	-3.6%
113	Local Agency Formation Comm-LAFCO	445,271	728,066	693,130	693,505	(34,560)	-4.7%
168	Office of Affordable Housing	9,386,254	4,235,436	9,525,219	27,567,709	23,332,273	550.9%
115	Assessor	34,362,681	40,201,498	43,202,265	43,808,844	3,607,346	9.0%
117	Measure B	426,648	59,520	31,000	31,000	(28,520)	-47.9%
118	Procurement	8,618,830	9,096,463	13,319,821	15,691,779	6,595,316	72.5%
120	County Counsel	14,302,149	17,765,870	17,862,008	19,667,149	1,901,279	10.7%
140	Registrar of Voters	14,592,102	20,792,152	18,634,309	20,595,328	(196,825)	-0.9%
145	Information Services	77,641,048	99,542,267	87,338,755	147,127,646	47,585,380	47.8%
190	Communications Department	13,207,936	16,887,888	18,240,430	18,409,933	1,522,045	9.0%
263	Facilities Department	120,435,909	162,921,214	56,151,576	334,316,275	171,395,061	105.2%
135	Fleet Services	26,871,408	24,693,893	23,783,192	25,792,923	1,099,029	4.5%
610	County Library Headquarters	35,369,037	49,477,020	67,630,528	67,646,830	18,169,810	36.7%
130	Employee Services Agency	106,618,169	123,901,983	127,404,336	129,530,673	5,628,690	4.5%
110	Controller-Treasurer	(7,688,886)	(13,975,307)	(28,554,143)	(28,017,682)	(14,042,375)	100.5%
810	County Debt Service	193,753,041	116,167,065	99,032,236	99,032,236	(17,134,829)	-14.8%
112	Tax Collector	9,967,058	11,174,456	11,236,681	12,073,703	899,247	8.0%
114	County Recorder	8,787,810	10,622,368	10,684,746	12,318,304	1,695,935	16.0%
148	Department of Revenue	9,871,464	11,588,992	12,069,502	12,307,231	718,239	6.2%
<b>Total Net Expenditures</b>		<b>\$ 816,178,758</b>	<b>\$ 1,114,540,699</b>	<b>\$ 730,236,715</b>	<b>\$ 1,312,108,596</b>	<b>\$ 197,567,897</b>	<b>17.7%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
119	Special Programs	\$ 98,161,805	\$ 206,446,388	\$ 98,323,205	\$ 176,826,309	\$ (29,620,079)	-14.3%
910	Reserves	—	155,587,079	—	131,063,060	(24,524,019)	-15.8%
101	Supervisory District #1	1,139,682	1,485,498	1,537,650	1,539,620	54,122	3.6%
102	Supervisory District #2	1,202,725	1,485,498	1,537,638	1,539,620	54,122	3.6%
103	Supervisory District #3	1,300,119	1,485,498	1,537,641	1,539,620	54,122	3.6%
104	Supervisory District #4	1,073,271	1,485,498	1,537,639	1,539,620	54,122	3.6%
105	Supervisory District #5	1,301,184	1,485,498	1,537,650	1,539,620	54,122	3.6%
106	Clerk-Board of Supervisors	6,093,380	8,012,869	7,837,469	7,854,560	(158,309)	-2.0%
107	County Executive	29,598,400	31,773,236	28,663,186	30,634,135	(1,139,102)	-3.6%



## Gross Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
113	Local Agency Formation Comm-LAFCO	632,792	948,734	913,798	914,173	(34,560)	-3.6%
168	Office of Affordable Housing	10,332,685	5,115,135	11,980,689	29,990,103	24,874,968	486.3%
115	Assessor	34,362,681	40,201,498	43,202,265	43,808,844	3,607,346	9.0%
117	Measure B	426,648	59,520	31,000	31,000	(28,520)	-47.9%
118	Procurement	9,221,451	9,717,463	13,965,321	16,337,279	6,619,816	68.1%
120	County Counsel	34,880,609	38,163,055	40,729,894	42,535,035	4,371,980	11.5%
140	Registrar of Voters	14,592,102	20,792,152	18,634,309	20,595,328	(196,825)	-0.9%
145	Information Services	79,406,281	101,102,734	89,119,882	148,908,773	47,806,040	47.3%
190	Communications Department	20,269,193	23,208,640	24,561,182	24,730,685	1,522,045	6.6%
263	Facilities Department	167,900,204	212,352,417	109,435,369	388,277,769	175,925,353	82.8%
135	Fleet Services	26,871,408	24,693,893	23,783,192	25,792,923	1,099,029	4.5%
610	County Library Headquarters	35,369,037	49,477,020	67,630,528	67,646,830	18,169,810	36.7%
130	Employee Services Agency	115,783,736	134,628,584	140,395,140	142,688,543	8,059,959	6.0%
110	Controller-Treasurer	35,898,773	42,471,697	34,848,420	35,384,881	(7,086,816)	-16.7%
810	County Debt Service	193,753,041	116,167,065	99,032,236	99,032,236	(17,134,829)	-14.8%
112	Tax Collector	9,967,058	11,174,456	11,236,681	12,073,703	899,247	8.0%
114	County Recorder	8,787,810	10,622,368	10,684,746	12,318,304	1,695,935	16.0%
148	Department of Revenue	9,871,464	11,588,992	12,069,502	12,307,231	718,239	6.2%
<b>Total Gross Expenditures \$</b>		<b>948,197,539</b>	<b>\$ 1,261,732,486</b>	<b>\$ 894,766,235</b>	<b>\$ 1,477,449,807</b>	<b>\$ 215,717,322</b>	<b>17.1%</b>

## Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
119	Special Programs	\$ 16,241,367	\$ 15,831,780	\$ 15,422,804	\$ 15,422,804	\$ (408,976)	-2.6%
910	Reserves	—	—	—	—	—	—
101	Supervisory District #1	—	—	—	—	—	—
102	Supervisory District #2	—	—	—	—	—	—
103	Supervisory District #3	8,626	—	—	—	—	—
104	Supervisory District #4	—	—	—	—	—	—
105	Supervisory District #5	—	—	—	—	—	—
106	Clerk-Board of Supervisors	254,335	282,653	60,373	60,373	(222,280)	-78.6%
107	County Executive	28,166,355	12,053,186	12,477,103	12,735,764	682,578	5.7%
113	Local Agency Formation Comm-LAFCO	406,470	441,189	441,189	441,189	—	—
168	Office of Affordable Housing	5,697,021	5,372,384	5,847,384	13,196,545	7,824,161	145.6%
115	Assessor	1,603,491	4,302,740	5,927,790	5,927,790	1,625,050	37.8%
117	Measure B	387,056	4,566	3,000	3,000	(1,566)	-34.3%
118	Procurement	443,460	351,000	489,000	489,000	138,000	39.3%
120	County Counsel	3,739,575	1,056,867	1,066,040	1,066,040	9,173	0.9%
140	Registrar of Voters	8,821,360	4,472,507	5,490,925	5,490,925	1,018,418	22.8%
145	Information Services	59,671,505	67,685,907	75,973,167	79,883,160	12,197,253	18.0%
190	Communications Department	2,192,734	1,196,776	1,196,776	1,196,776	—	—



## Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
263	Facilities Department	54,910,256	57,260,285	4,000,797	142,648,238	85,387,954	149.1%
135	Fleet Services	24,259,251	27,250,670	27,580,523	29,844,083	2,593,413	9.5%
610	County Library Headquarters	41,053,712	38,705,237	41,371,777	41,371,777	2,666,540	6.9%
130	Employee Services Agency	100,736,619	113,863,782	117,015,358	151,115,358	37,251,576	32.7%
110	Controller-Treasurer	1,021,879,962	1,011,806,097	1,105,116,190	1,105,116,190	93,310,093	9.2%
810	County Debt Service	115,740,269	100,798,405	103,766,922	103,766,922	2,968,517	2.9%
112	Tax Collector	4,996,640	5,260,000	6,160,000	6,160,000	900,000	17.1%
114	County Recorder	41,330,369	39,427,886	43,931,017	44,600,401	5,172,515	13.1%
148	Department of Revenue	13,176,448	12,511,316	13,651,400	13,814,500	1,303,184	10.4%
<b>Total Revenues</b>		<b>\$ 1,545,716,880</b>	<b>\$ 1,519,935,233</b>	<b>\$ 1,586,989,536</b>	<b>\$ 1,774,350,836</b>	<b>\$ 254,415,603</b>	<b>16.7%</b>



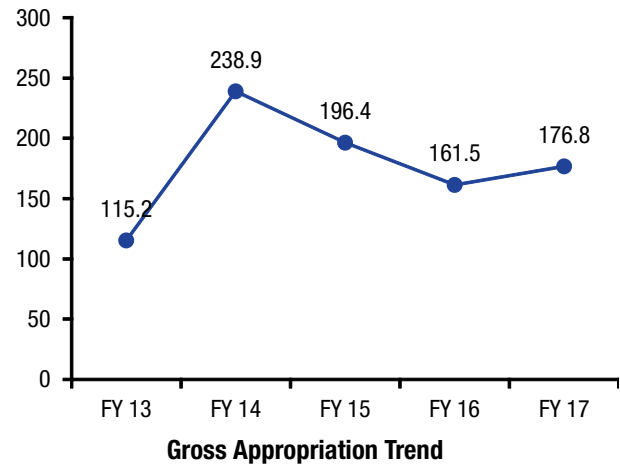


# Special Programs and Reserves

## Overview

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

The only significant revenue budgeted in Special Programs is Tobacco Settlement revenue. Historically, this was a significant revenue source, providing support for a variety of programs in the Santa Clara Valley Health and Hospital System. However, as tobacco use has declined this revenue source has declined as well. FY 16-17 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 SCVMC<sup>1</sup>

Subsidy Component	FY 13-14	FY 14-15	FY 15-16	FY 16-17 CLB	FY 16-17 REC
VLF Revenue	\$52.9	\$31.7	\$35.4	\$37.5	\$37.5
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	\$68.7	\$79.5	\$86.6	\$17.0	\$25.4
Measure A	\$5.7	\$5.7	\$6.3	\$2.4	\$13.7
<b>Total Subsidy</b>	<b>\$150.7</b>	<b>\$140.3</b>	<b>\$151.7</b>	<b>\$80.3</b>	<b>\$100.0</b>
One-Time Subsidy for HealthLink	\$16.3	\$5.0	\$0.0	\$0.0	\$0.0

1. \$ reflected in millions



The General Fund subsidy has been adjusted due to the removal of one-time costs and other items as listed in the table below.

### Summary of Base Adjustments to the GF Subsidy<sup>1</sup>

Basis for Adjustment	Amount
<b>FY 15-16 Adopted Budget</b>	<b>\$151.7</b>
Removal of one-time subsidy for capital expenses	(\$18.2)
Removal of one-time subsidy for the Downtown Clinic	(\$5.0)
Removal of one-time subsidy for the Volunteer Project	(\$.2)
Reversal of one-time savings for recruitment	\$.2
Removal of Unclassified positions	(\$.2)
Removal of Measure A	(\$3.9)
Decrease due to increase in reimbursement from the Behavioral Health Department	(\$3.4)
Decrease due to increase in reimbursement from Custody Health	(\$3.3)
General Fund contribution to salaries and benefits <sup>2</sup>	(\$37.4)
<b>Total FY 16-17 Current Level Budget</b>	<b>\$80.3</b>

1. \$ reflected in millions

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

### Reserves

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

- Measure A Unallocated Reserve:** In 2012 the voters of Santa Clara County approved a ten-year 1/8 cent sales tax. The FY 16-17 base budget includes Measure A revenue of \$51 million. This budget also includes recommended Measure A allocations of \$50,859,212 based on a combination of actions previously approved by the Board and new recommended actions contained in this budget. The remaining \$140,788 of unallocated funds are in this reserve. Additional information can be found in the Measure A Sales Tax Summary in the Introduction section of this document.
- Retirement Benefit Reserve:** The FY 16-17 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 CalPERS exceeds the annual maximum established by the Internal Revenue Service. The calendar year 2016 maximum is \$210,000. CalPERS provides these benefits from a separate fund and

requires employers to remit separate payments to this fund. The reserve is \$1,800,000 for FY 16-17 and will be transferred to specific departments during FY 16-17 when actual costs have been received from CalPERS. The amount of this reserve will be adjusted as the number of qualifying employees grows in future years.

### Criminal Justice Information Control (CJIC)

In the past, the Special Programs budget transferred 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). Effective with the FY 16-17 budget, these costs are allocated directly to the applicable Public Safety Department and no longer show in the Special Programs budget.

### Children's Health Initiative

The Children's Health Initiative Healthy Kids 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 13-14 this program received \$3 million of Tobacco Settlement funds per year and covered families whose income was up to 300% of the Federal poverty level. In FY 13-14, 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. Recent enrollment declines indicate more children are qualifying for Medi-Cal. As a result the Measure A funds are no longer needed for the Healthy Kids Program. The FY 16-17 budget is returned to the \$3,000,000 level, but retains the expanded coverage adopted in FY 13-14.

### Primary Care Access Program

On November 3, 2015 the Board established a pilot program to improve health care access and outcomes for an estimated 5,000 low income adult residents of Santa Clara County. The goal of the program is to move a portion of the County's uninsured population into a more comprehensive system of coverage than is currently available so these residents can benefit from preventive health care. The program is called the Primary Care Access Program and is included as a recommended action in the FY 16-17 budget using Measure A funds.

## The Learning Organization Program

The Learning Organization Program aims to create an environment that actively engages employees at all levels of the organization in delivering exceptional customer outcomes. The program sets a Countywide framework within which County departments can leverage tools and offerings to complement existing departmental strategies. Major program components focus on team-based activities, including the Center for Leadership and Transformation (CLT), Labor/Management Unit-Based Teams (UBT), Just Culture, and Executive Development. Additional information about the program is provided in the Introduction section of this document (see “The County as a Learning Organization”). In addition, departmental sections throughout the document include descriptions of current process improvement efforts specific to their units.

## Additional Ongoing Programs

Additional programs currently funded in the Special Programs budget include:

- **School Crossing Guard Program:** The County currently contracts with the City of San Jose to provide two full-time equivalent crossing guards at four intersections within the unincorporated areas of the County. These locations serve Horace Cureton, Linda Vista and Luther Burbank Elementary Schools.
- **Silicon Valley Creates:** The County generally provides an annual contribution to Silicon Valley Creates in an amount equal to the prior year Transient Occupancy Tax recognized by the County.
- **American Society of Composers, Authors and Publishers (ASCAP):** In FY 13-14 the County entered into an annual License Agreement with the ASCAP. This license gives the County permission to play copyrighted music publicly during the execution of County business.
- **Department of Child Support Services (DCSS):** In FY 14-15 the Board approved an ongoing appropriation for the General Fund to reimburse DCSS for certain County sponsored activities for which the State would not provide reimbursement. This appropriation is to cover DCSS salaries and benefits related to those activities.
- **Clipper Card Program:** The Clipper Card 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 made pursuant to a Joint Powers Authority contract between the County and various cities for operation of the County library system.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Reserve for Reclassifications and Realignments	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	\$3,000,000	—
Reserve for Jail Reform and Oversight	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	\$2,500,000	—
Reserve for County Facility Security Enhancements	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	\$1,500,000	—
Reserve for Jail Facility Capital Improvements	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	—	\$5,000,000
Reserve for Main Jail North Surveillance Camera System	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	—	\$10,000,000
Reserve for Surveillance and Security Capital Project Needs	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	—	\$3,000,000
Reserve for Economic Uncertainties	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	\$3,000,000	—
Reduce Reserve for Measure A Unallocated Ongoing Funds	●	Reducing this reserve has no impact on service. Recommended allocation of this reserve is discussed in the applicable department.	—	(\$7,582,705)	—
Subsidize the Cost of Retiree Health Insurance with Valley Health Plan	●	Provides funding toward the increased cost of health care for retirees but has no impact on service.	—	—	\$600,000
Modify the Children's Health Initiative Funding	●	This action has no impact on service but releases Measure A funds for other uses.	—	(\$3,000,000)	—
Establish the Primary Care Access Pilot Program	↑	Expands health insurance coverage for low income adults insured through Valley Health Plan using Measure A funds.	—	\$1,680,000	—
Reduce the Unfunded Actuarial Liability in Workers' Compensation	●	The action has no impact on service but fully funds the County's Workers' Compensation program.	—	—	\$34,000,000
Augment Staff to Support the Learning Organization Program	↑	Provides funding to enhance the Learning Organization program.	—	(\$325,000)	—
Enhance Employee Wellness	↑	Provides funding to enhance Employee Wellness outreach and activities.	—	\$466,004	(\$17,835)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add FY17-18 Fleet Appropriation	↑	Allows the County to procure vehicles on a more timely basis	—	—	\$2,000,000
Increase Valley Medical Center (VMC) Subsidy	↑	Several service enhancements are supported by this action. Service impact can be found in the VMC section of this book.	—	\$13,050,122	\$6,632,518
Loan to the Airport Enterprise Fund for Pavement Maintenance	↑	Allows the County to perform pavement maintenance at Reid-Hillview and San Martin Airports.	—	—	\$3,000,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ● Reserve for Reclassifications and Realignment

**Recommended Action:** Allocate \$3,000,000 in ongoing funds to a reserve to fund the increased cost of salaries and benefits associated with possible future job reclassifications and salary realignments in the remainder of FY 15-16 and in FY 16-17.

**Background:** Each year the Employee Services Agency conducts various salary and classifications studies pursuant either to bargaining unit processes defined in the various Memoranda of Understanding or to requests from management. Board action is required for all reclassifications and realignments. A large action is anticipated to be approved by the Board in May 2016, which is too late to be included in the Recommended Budget. This reserve allocates the funds needed for that action and any other reclassification or realignment actions that may occur in FY 16-17.

**Ongoing Cost: \$3,000,000**

### ● Reserve for Jail Reform and Oversight

**Recommended Action:** Allocate \$2,500,000 in ongoing funds to a reserve for jail reform and oversight.

**Background:** Additional resources are needed for jail reform and oversight. Although many resources are being allocated as part of the Recommended Budget, this reserve is necessary to provide additional funding for future resource needs, including jail oversight and staff that may need to be added to implement the new jail classification system.

**Ongoing Cost: \$2,500,000**

### ● Reserve for County Facility Security Enhancements

**Recommended Action:** Allocate \$1,500,000 in ongoing funds to a reserve for enhancing security in various County facilities.

**Background:** During both the FY 15-16 midyear and the FY 16-17 budget processes, several departments requested staffing or contracting resources to enhance security in their facilities. Given the scope and volume of the requests, the County Executive requested that the Sheriff's Office assess the applicable facilities and recommend a cohesive approach to enhancing their security. This assessment is currently under way but is not yet complete. This action establishes a reserve to implement security measures after a review of the assessment.

**Ongoing Cost: \$1,500,000**

### ● Reserve for Jail Facility Capital Improvements

**Recommended Action:** Allocate \$5,000,000 in one-time funds to a reserve for jail facility capital improvements.

**Background:** Many jail facility capital projects are in process right now. Those capital projects include, but are not limited to, the Main Jail North Booking Reconfiguration project and the Main Jail North Hardening project. This reserve is necessary as several projects will need additional funding early in FY 16-17 in order to be completed.

**One-Time Cost: \$5,000,000**



### ● Reserve for Main Jail North Surveillance Camera System

**Recommended Action:** Allocate \$10,000,000 in one-time funds to a reserve for the Main Jail North surveillance camera system.

**Background:** Presently a design effort is underway to determine surveillance camera system needs for Main Jail North. It is anticipated that this funding will be necessary during FY 16-17 in order to keep this project on track, and this reserve is needed to set aside the funding until final costs are known.

**One-Time Cost: \$10,000,000**

### ● Reserve for Surveillance and Security Capital Project Needs

**Recommended Action:** Allocate \$3,000,000 in one-time funds to a reserve for capital needs related to surveillance and security.

**Background:** Many County departments have requested capital funding for surveillance systems to replace or augment existing systems. The Sheriff's Office is in the process of assessing the applicable facilities and recommending a cohesive approach to enhancing their security. This action establishes a reserve for equipment and capital needs related to the implementation of the security measures and surveillance systems after a review of the assessment.

**One-Time Cost: \$3,000,000**

### ● Reserve for Economic Uncertainties

**Recommended Action:** Allocate \$3,000,000 in ongoing funds to a reserve for economic uncertainties.

**Background:** Despite the improving economy, several items bring uncertainty to the County's financial situation. These items include the future passage of the State and Federal budgets as well as issues that may arise at the local level throughout FY 16-17. Additionally, the health care segment landscape is

changing and the long term impact of increasing Medi-Cal enrollment is unknown. This reserve provides financial flexibility to address unforeseen issues.

**Ongoing Cost: \$3,000,000**

### ● Reduce Reserve for Measure A Unallocated Ongoing Funds

**Recommended Action:** Reduce Measure A unallocated reserve by \$7,582,705 of ongoing funds.

All expenditures of Measure A funds are approved by the Board. Any funds that haven't been allocated are tracked in this Measure A Unallocated Reserve. The FY 15-16 Adopted Budget contained a reserve of \$1,872,233 of unallocated ongoing Measure A funds. The cessation of several Measure A contracts at the end of FY 15-16 provided an additional \$5,851,260 of unallocated Measure A funds, yielding a total unallocated Measure A reserve of ongoing funds of \$7,723,493. This action reduces that reserve by \$7,582,705 leaving a reserve of unallocated Measure A ongoing funds of \$140,788. Recommended uses of this reserve are contained in various departments in this budget. Additional information can be found in the Measure A Sales Tax Summary in the Introduction section of this document.

**Ongoing Savings: \$7,582,705**  
Measure A Funds

### ● Subsidize the Cost of Retiree Health Insurance with Valley Health Plan

**Recommended Action:** Allocate \$600,000 of one-time funds toward the cost of health insurance for County retirees who are insured by Valley Health Plan.

**Background:** Health insurance benefit costs for Valley Health Plan (VHP) escalated dramatically for the FY 15-16 plan year. At that time the Board approved a one-time general fund subsidy to cover the difference in cost for the FY 15-16 plan year as compared to the FY14-15 plan year for County retirees who were insured by VHP. On March 1, 2016 the Board of Supervisors approved the FY 16-17 contracts with County health insurers. At that time, the Board selected the option of subsidizing 75% of what was subsidized in FY 15-16 for County retirees, again on a one-time basis. Additionally, the Board gave direction to staff to establish a narrow

network health insurance plan with VHP to be offered to County retirees. This allocation establishes the funding to subsidize the cost of health insurance pending the implementation of the narrow network health plan.

**One-Time Cost: \$600,000**

### ● Modify the Children's Health Initiative Funding

**Recommended Action:** Reduce funding to the Children's Health Initiative Healthy Kids Program by \$3,000,000 from \$6,000,000 to \$3,000,000. This reduction will free Measure A funds for other uses and leave \$3,000,000 of funding from Tobacco Settlement Revenue.

**Background:** The Healthy Kids 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 13-14 this program received \$3 million per year from Tobacco Settlement funds and covered families whose income was up to 300% of the Federal poverty level. In FY 13-14, 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.

Subsequent to the passage of the Affordable Care Act, more California children have been able to acquire health insurance through Medi-Cal. As a result, enrollment in the Healthy Kids Program has been declining even though the criteria to receive coverage has not changed. Current trends indicated that the \$3,000,000 of Tobacco Settlement funds will be sufficient to fund this program in FY 16-17.

**Ongoing Savings: \$3,000,000**

Measure A funds

### ↑ Establish the Primary Care Access Pilot Program

**Recommended Action:** Allocate \$1,680,000 in ongoing Measure A funds to establish a Coverage Initiative pilot program to improve health care access for low income

adults in Santa Clara County. This \$1,680,000 will be transferred to Valley Health Plan to implement this program.

**Service Impact/Background:** On November 3, 2015 the Board established a pilot program to improve health care access and outcomes for an estimated 5,000 low income adult residents of Santa Clara County. The goal of the program is to move a portion of the County's uninsured population into a more comprehensive system of coverage than is currently available so these residents can benefit from preventive health care. The program is called the Primary Care Access Program and will be funded using Measure A funds formerly allocated to the Children's Health Initiative Healthy Kids Program.

**Ongoing Cost: \$1,680,000**

Measure A funds transferred to the Valley Health Plan

### ● Reduce the Unfunded Actuarial Liability in Workers' Compensation

**Recommended Action:** Allocate \$34,000,000 in one-time funds to the Workers Compensation Fund to address the unfunded actuarial liability and eliminate the deficit for Labor Code (LC) 4850 benefits. This will be a transfer from the General Fund to the Workers' Compensation Fund.

**Service Impact/Background:** There is no service impact. The FY 16-17 Recommended Budget includes \$7,368,000 in partial recoupment of the unfunded actuarial liability in the employee benefit rates. The additional one-time transfer of \$34,000,000 from the General Fund to the Workers' Compensation Fund 78 will provide a total contribution of \$41,368,000, eliminating the estimated deficit for the LC 4850 benefits and fully funding the actuarial liability to within the Board policy target range between 70% and 80% confidence level. Additional information on this item can be found in the Employee Services Agency section of this budget document.

**One-Time Cost: \$34,000,000**

Transfer to the Workers' Compensation Fund

### ↑ Augment Staff to Support the Learning Organization Program

**Recommended Action:** Reduce Object Two contract funding for the Learning Organization Program to fund 2.0 FTE in the Office of the County Executive.

**Service Impact:** The addition of these positions will allow for continued expansion of the team-based work activities, integrate Learning and Employee Development activities more fully into the Learning Organization and develop an internal communication strategy and campaign to support the acceleration of team-based work and Learning Organization initiatives. The focus being to expand executive development along with Countywide system support for improved internal communications, employee recognition tools, and more readily accessible coaching and mentoring for employees.

**Ongoing Savings: \$325,000**

These savings are offset by additional cost for this action in the Office of the County Executive

### ↑ Enhance Employee Wellness

**Recommended Action:** Allocate funding to enhance the Employee Wellness Department via a transfer of funds to the Valley Health Plan.

**Service Impact:** A Graphic Designer position is recommended to effectively and continuously market and promote Employee Wellness services and activities. In addition, the creation of a Wellness Coordinator is necessary for daily interactions with employees by supporting the department and team members in developing, implementing, evaluating and analyzing prevention worksite wellness activities, campaigns, events and initiatives.

An increase in Services and Supplies is recommended for additional fitness classes to allow more employees to access desired classes as well as implement emotional wellness and resiliency classes.

**Ongoing Cost: \$466,004**

**One-time Savings: \$17,835**

This action is a Reimbursement to the Valley Health Plan

### ↑ Add FY 17-18 Fleet Appropriation

**Recommended Action:** Allocate \$2,000,000 in one-time funds to allow for the timely purchase of FY 17-18 replacement vehicles as a transfer to the Fleet Fund.

**Service Impact:** Funding the subsequent year's fleet replacement vehicles permits the Facilities and Fleet Department to competitively solicit vehicles in the first quarter of FY 16-17 guaranteeing vehicles can be put in service in the first quarter of FY 17-18. Additional information on this item can be found in the Facilities and Fleet section of this book.

**One-time Cost: \$2,000,000**

Transfer to the Fleet Fund

### ↑ Increase Valley Medical Center Subsidy

**Recommended Action:** Allocate \$13,050,122 of ongoing funds and \$6,632,518 of one-time funds to Valley Medical Center (VMC) by increasing the general fund subsidy to VMC.

**Background:** The County Executive is recommending several actions that will be provided by VMC. Additional information can be found in the VMC section of this book.

**Ongoing Net Cost: \$13,050,122**

**One-time Cost: \$6,632,518**

Transfer to the VMC Enterprise Fund

### ↑ Loan to the Airport Enterprise Fund for Pavement Maintenance

**Recommended Action:** Provide a one-time General Fund loan of \$3,000,000 to the Airport Enterprise Fund for the purpose of performing pavement maintenance work at Reid-Hillview and San Martin Airports.

**Background:** Due to the Federal Aviation Regulations Part 16 complaint relating to skydiving at San Martin Airport and the associated suspension of FAA grant funding, this \$3.0 million loan from the General Fund is needed to enable the County to perform pavement maintenance work at Reid-Hillview and San Martin Airports. This maintenance has been deferred pending resolution of the long-running Part 16 complaint.



The Airport Enterprise Fund will cover loan interest payments from its operating budget. The repayment of principal will occur once the Part 16 complaint is

formally resolved. Additional information on this item can be found in the Airport Department section of this budget document.

**One-time Cost: \$3,000,000**  
Transfer to the Airport Enterprise Fund

### Special Programs— Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1001	Special Program Fund 0001	\$ 98,161,805	\$ 206,446,388	\$ 98,323,205	\$ 176,826,309	\$ (29,620,079)	-14.3%
<b>Total Net Expenditures</b>		<b>\$ 98,161,805</b>	<b>\$ 206,446,388</b>	<b>\$ 98,323,205</b>	<b>\$ 176,826,309</b>	<b>\$ (29,620,079)</b>	<b>-14.3%</b>

### Special Programs— Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1001	Special Program Fund 0001	\$ 98,161,805	\$ 206,446,388	\$ 98,323,205	\$ 176,826,309	\$ (29,620,079)	-14.3%
<b>Total Gross Expenditures</b>		<b>\$ 98,161,805</b>	<b>\$ 206,446,388</b>	<b>\$ 98,323,205</b>	<b>\$ 176,826,309</b>	<b>\$ (29,620,079)</b>	<b>-14.3%</b>

### Special Programs— Budget Unit 119 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 2,856,601	\$ 4,865,886	\$ 2,167,631	\$ 2,290,800	\$ (2,575,086)	-52.9%
Operating/Equity Transfers	95,305,204	161,434,029	86,632,081	144,594,721	(16,839,308)	-10.4%
Reserves	—	40,146,473	9,523,493	29,940,788	(10,205,685)	-25.4%
<b>Total Net Expenditures</b>	<b>\$ 98,161,805</b>	<b>\$ 206,446,388</b>	<b>\$ 98,323,205</b>	<b>\$ 176,826,309</b>	<b>\$ (29,620,079)</b>	<b>-14.3%</b>

### Special Programs— Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1001	Special Program Fund 0001	\$ 16,241,367	\$ 15,831,780	\$ 15,422,804	\$ 15,422,804	\$ (408,976)	-2.6%
<b>Total Revenues</b>		<b>\$ 16,241,367</b>	<b>\$ 15,831,780</b>	<b>\$ 15,422,804</b>	<b>\$ 15,422,804</b>	<b>\$ (408,976)</b>	<b>-2.6%</b>



## Special Programs— Budget Unit 119

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 15,540,500	\$ 15,431,780	\$ 15,422,804	\$ 15,422,804	(8,976)	-0.1%
Other Financing Sources	700,867	400,000	—	—	(400,000)	-100.0%
<b>Total Revenues</b>	<b>\$ 16,241,367</b>	<b>\$ 15,831,780</b>	<b>\$ 15,422,804</b>	<b>\$ 15,422,804</b>	<b>(408,976)</b>	<b>-2.6%</b>

## Special Program Fund 0001 — Cost Center 1001

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 206,446,388	\$ 15,831,780
Board Approved Adjustments During FY 2016	—	(9,817,938)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(43,941,403)	—
Other Adjustments	—	(54,363,842)	(408,976)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 98,323,205</b>	<b>\$ 15,422,804</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 57,362,640	\$ —
Decision Packages			
Establish a Reserve for Reclassifications and Realignment	—	3,000,000	—
Establish a Reserve for Jail Reform and Oversight	—	2,500,000	—
Subsidize the Cost of Retiree Health Insurance with VHP	—	600,000	—
Establish Reserve for County Facility Security Enhancements	—	1,500,000	—
Reduce Ongoing Measure A Reserve	—	(7,582,705)	—
Employee Wellness Request	—	448,169	—
Augment Staff to Support the Learning Organization Program	—	(325,000)	—
Reserve for Economic Uncertainties	—	3,000,000	—
Reserve for Jail Facility Capital Improvements	—	5,000,000	—
Reserve for Main Jail North Surveillance Camera System	—	10,000,000	—
Reserve for Surveillance and Security Capital Needs	—	3,000,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 78,503,104</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 176,826,309</b>	<b>\$ 15,422,804</b>



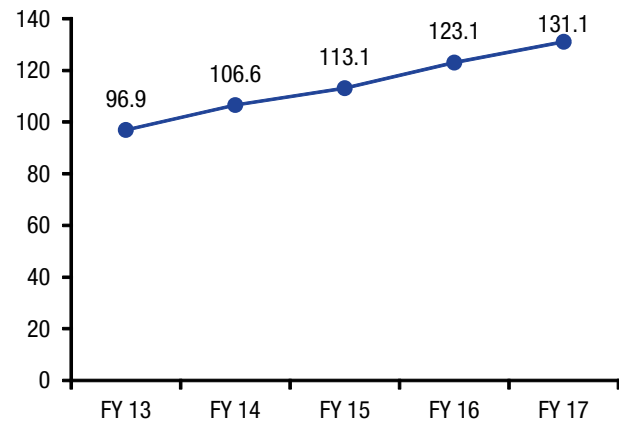
# Appropriations for Contingencies

## Overview

### Contingency Reserve

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

The funding of the Contingency Reserve is guided by Board policy. Board of Supervisors Policy 4.3 established the goal of setting the Contingency Reserve at 5% of General Fund revenues, net of pass-through revenues, by July 1, 2007 (FY 07-08).



**Contingency Reserve**

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

## County Executive's Recommendation

### ● Establish FY 16-17 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 16-17 Recommended Budget is \$2,621,261,233 requiring a reserve of \$131,063,060 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 16-17 Amount
4405110	State-Special Circumstances	\$15,924
4406110	State-AFDC-Foster Care	\$11,444,184
4406112	State Transition Housing Pgm FC	79,858
4406120	State-CalWorks	\$36,877,972
4406140	State-Adoptions Assistance	\$12,939,872
4406145	Work Incentive Nutrition Support	\$644,480
4406150	State-Kin-Gap	\$2,468,816
4406160	State- CalWorks Legal	\$1,111,932
4406180	Transition Housing Placement	\$3,971,946
4406190	State - TCVAP	\$261,011
4406220	State - CWKS Child, Pov & Family	\$6,295,011
4406350	State - ARC Funding	\$410,219
4406400	State-CAPI Cash Assistance	\$8,342,156
4422300	State - Other Grants & Aids	\$652,972
4520110	Emergency Assistance	\$1,771,626
4520120	Federal-CalWorks	\$30,714,882
4520130	Federal-AFDC-Foster Care	\$14,753,822
4520131	Federal-Transition Housing Pgm	\$47,854
4520140	Refugee Assistance	\$421,030
4520160	Federal-Child Care IV-E	\$400,000
4520170	Federal-Adoptions Assistance	\$12,605,936
4520180	Federal Kin-Gap	\$674,418
4520190	CalWorks-Legal Immigrants	\$411,178
<b>Total</b>		<b>\$147,317,099</b>

**Total One-time Cost: \$131,063,060**

## Reserves— Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1010	County Reserve Fund 0001	\$ —	\$ 155,587,079	\$ —	\$ 131,063,060	\$ (24,524,019)	-15.8%
<b>Total Net Expenditures</b>		<b>\$ —</b>	<b>\$ 155,587,079</b>	<b>\$ —</b>	<b>\$ 131,063,060</b>	<b>\$ (24,524,019)</b>	<b>-15.8%</b>

## Reserves— Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1010	County Reserve Fund 0001	\$ —	\$ 155,587,079	\$ —	\$ 131,063,060	\$ (24,524,019)	-15.8%
<b>Total Gross Expenditures</b>		<b>\$ —</b>	<b>\$ 155,587,079</b>	<b>\$ —</b>	<b>\$ 131,063,060</b>	<b>\$ (24,524,019)</b>	<b>-15.8%</b>



### Reserves— Budget Unit 910 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Reserves	\$ —	\$ 155,587,079	\$ —	\$ 131,063,060	\$ (24,524,019)	-15.8%
<b>Total Net Expenditures</b>	<b>\$ —</b>	<b>\$ 155,587,079</b>	<b>\$ —</b>	<b>\$ 131,063,060</b>	<b>\$ (24,524,019)</b>	<b>-15.8%</b>

### Reserves— Budget Unit 910 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
	<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>

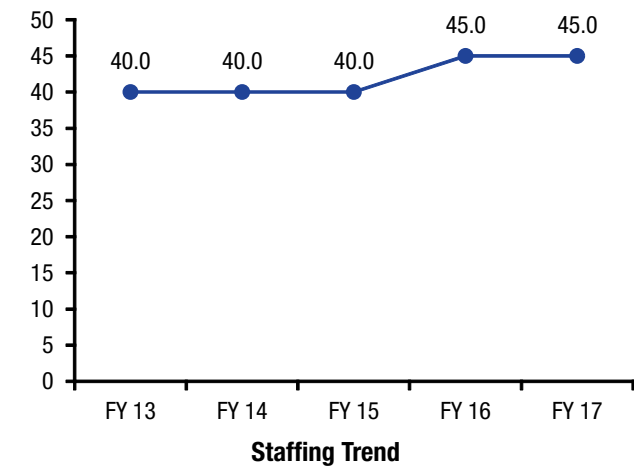
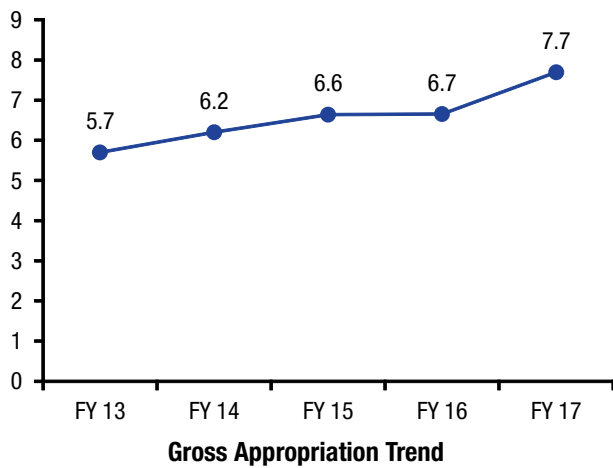
### County Reserve Fund 0001 — Cost Center 1010 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 155,587,079	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(155,587,079)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Establish FY 16-17 Contingency Reserve	—	131,063,060	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 131,063,060</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 131,063,060</b>	<b>\$ —</b>



# Board of Supervisors

Supervisorial District 1 M. Wasserman	Supervisorial District 2 C. Chavez	Supervisorial District 3 D. Cortese	Supervisorial District 4 K. Yeager	Supervisorial District 5 Simitian
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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 among members and in 2016 Supervisor Dave Cortese is the designated Board President. Each of the five board offices has a budget for nine 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 16-17.

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,139,682	\$ 1,485,498	\$ 1,537,650	\$ 1,539,620	\$ 54,122	3.6%
<b>Total Net Expenditures</b>		<b>\$ 1,139,682</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,650</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,139,682	\$ 1,485,498	\$ 1,537,650	\$ 1,539,620	\$ 54,122	3.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,139,682</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,650</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

### Supervisorial District #1— Budget Unit 101 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 1,107,440	\$ 1,342,322	\$ 1,374,744	\$ 1,374,744	\$ 32,422	2.4%
Services And Supplies	32,242	143,176	162,906	164,876	21,700	15.2%
<b>Total Net Expenditures</b>	<b>\$ 1,139,682</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,650</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

### Supervisorial District #1— Budget Unit 101 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Total Revenues</b>		<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>





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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,485,498	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,427	—
IntraCounty Adjustments	—	21,730	—
Other Adjustments	—	(2,005)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,537,650</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,970	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,970</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,539,620</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,202,725	\$ 1,485,498	\$ 1,537,638	\$ 1,539,620	\$ 54,122	3.6%
	<b>Total Net Expenditures</b>	<b>\$ 1,202,725</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,638</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,202,725	\$ 1,485,498	\$ 1,537,638	\$ 1,539,620	\$ 54,122	3.6%
	<b>Total Gross Expenditures</b>	<b>\$ 1,202,725</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,638</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>



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

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 1,164,299	\$ 1,348,300	\$ 1,380,718	\$ 1,380,718	\$ 32,418	2.4%
Services And Supplies	38,426	137,198	156,920	158,902	21,704	15.8%
<b>Total Net Expenditures</b>	<b>\$ 1,202,725</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,638</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

### Supervisorial District #2— Budget Unit 102 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
	<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>

### Supervisorial District #2— Budget Unit 102 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,485,498	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,427	—
IntraCounty Adjustments	—	21,275	—
Other Adjustments	—	(1,562)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,537,638</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,982	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>1,982 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>9.0 \$</b>	<b>1,539,620 \$</b>	<b>—</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 1,300,119	\$ 1,485,498	\$ 1,537,641	\$ 1,539,620	\$ 54,122	3.6%
<b>Total Net Expenditures</b>		<b>\$ 1,300,119</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,641</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 1,300,119	\$ 1,485,498	\$ 1,537,641	\$ 1,539,620	\$ 54,122	3.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,300,119</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,641</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

**Supervisory District #3— Budget Unit 103  
Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 1,244,008	\$ 1,342,792	\$ 1,375,213	\$ 1,375,213	\$ 32,421	2.4%
Services And Supplies	56,111	142,706	162,428	164,407	21,701	15.2%
<b>Total Net Expenditures</b>	<b>\$ 1,300,119</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,641</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>



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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 8,626	\$ —	\$ —	\$ —	—	—
<b>Total Revenues</b>		<b>\$ 8,626</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>

### Supervisory District #3— Budget Unit 103 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 8,626	\$ —	\$ —	\$ —	—	—
<b>Total Revenues</b>	<b>\$ 8,626</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,485,498	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,427	—
IntraCounty Adjustments	—	20,350	—
Other Adjustments	—	(634)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,537,641</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,979	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,979</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,539,620</b>	<b>\$ —</b>



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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,073,271	\$ 1,485,498	\$ 1,537,639	\$ 1,539,620	\$ 54,122	3.6%
<b>Total Net Expenditures</b>		<b>\$ 1,073,271</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,639</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,073,271	\$ 1,485,498	\$ 1,537,639	\$ 1,539,620	\$ 54,122	3.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,073,271</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,639</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

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

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 1,035,307	\$ 1,342,322	\$ 1,374,744	\$ 1,374,744	\$ 32,422	2.4%
Services And Supplies	37,964	143,176	162,895	164,876	21,700	15.2%
<b>Total Net Expenditures</b>	<b>\$ 1,073,271</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,639</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

### Supervisorial District #4— Budget Unit 104 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Total Revenues</b>		<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,485,498	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,427	—
IntraCounty Adjustments	—	21,389	—
Other Adjustments	—	(1,675)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,537,639</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,981	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,981</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,539,620</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,301,184	\$ 1,485,498	\$ 1,537,650	\$ 1,539,620	\$ 54,122	3.6%
	<b>Total Net Expenditures</b>	<b>\$ 1,301,184</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,650</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,301,184	\$ 1,485,498	\$ 1,537,650	\$ 1,539,620	\$ 54,122	3.6%
	<b>Total Gross Expenditures</b>	<b>\$ 1,301,184</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,650</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>



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

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 1,191,028	\$ 1,348,274	\$ 1,380,691	\$ 1,380,691	\$ 32,417	2.4%
Services And Supplies	110,155	137,224	156,959	158,929	21,705	15.8%
<b>Total Net Expenditures</b>	<b>\$ 1,301,184</b>	<b>\$ 1,485,498</b>	<b>\$ 1,537,650</b>	<b>\$ 1,539,620</b>	<b>\$ 54,122</b>	<b>3.6%</b>

### Supervisorial District #5— Budget Unit 105 Revenues by Cost Center

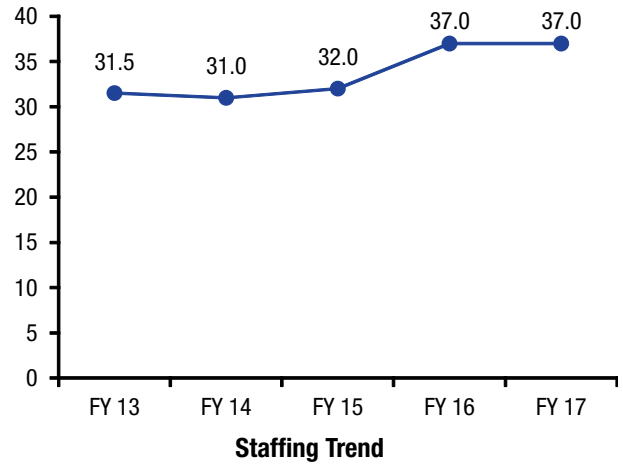
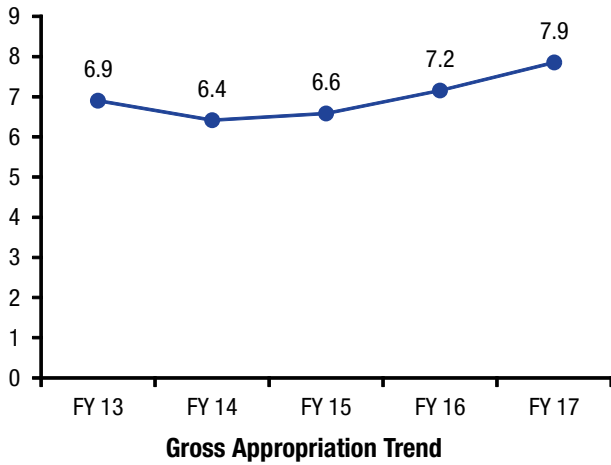
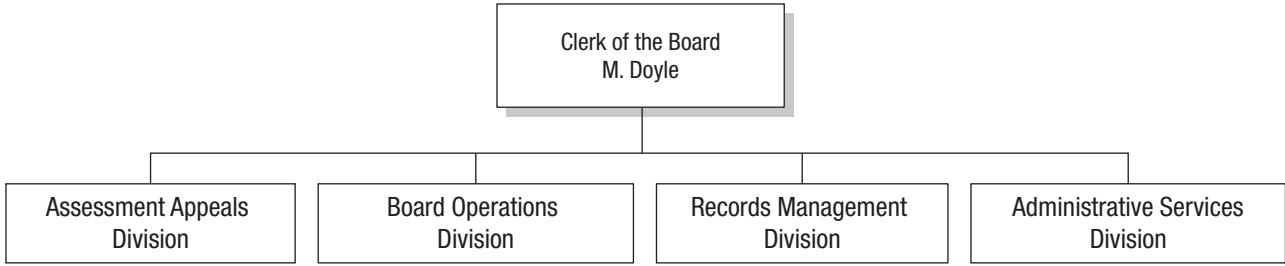
CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
	<b>Total Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>—</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,485,498	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,427	—
IntraCounty Adjustments	—	21,392	—
Other Adjustments	—	(1,667)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,537,650</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,970	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,970</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,539,620</b>	<b>\$ —</b>



# 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 is responsible for providing 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

The primary function of Board Operations is to provide administrative support to the Board of Supervisors, its policy committees, and 42 County Boards and Commissions. This function is accomplished 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 transmittals on behalf of the Boards and Commissions for submittal to the Board of Supervisors.

### Assessment Appeals

Assessment Appeals is responsible for: receiving and processing assessment appeal applications, scheduling and publishing hearing notices in accordance with legal requirements and maintaining official records. As part of these duties, Assessment Appeals provides administrative support and training to the three Assessment Appeal Boards, two Value Hearing Officers, and two Legal Hearing Officers. This extends to assisting the general public with the assessment appeals process.

### Records Management

Records Management is responsible for maintaining the official records of the Board of Supervisors. This includes agenda items and minutes, appointment records for Boards, Commissions and Committees, receiving, processing claims, summons and complaints against the County, and providing copies of all current and historical records in the custody of the Clerk of the Board, retrieving and certifying documents for court. This unit is also involved in researching and processing all public records requests, assisting other departments, entities and the public with researching and retrieving

information. Records Management, serving as filing officer/official for Statement of Economic Interest Forms 700, provides training to Form 700 filing officials and the County departments providing administrative and meeting management support to Boards and Commissions, as well as providing reception services to both the Board of Supervisors' offices and the Clerk of the Board.

### **Administrative Service**

Administrative Services is responsible for providing general administrative support to the Board of Supervisors' offices and the Clerk of the Board including personnel, fiscal and accounting services. General accounting, purchasing activities, contract management, the handling special funds and Board of Supervisors' Trust Funds are performed within Administrative Services. These services are extended to providing information technology support to both the Board of Supervisors and the Clerk of the Board.

## **Current and Emerging Issues**

### **Audio Visual Renovation Project**

During FY 16-17, renovations will begin to the Board Chambers Audio Visual (AV) control room and storage area, as well as upgrades to the audiovisual systems located in the Issac Newton Senter auditorium, and Room 157. The renovations will bring the Board Chambers and the sound room into compliance with the 2013 California Title 24 Building Codes, the Americans with Disabilities Act (ADA), and the industry's best practices and standards. The upgrades to the sound room equipment will bring units and connections up to current standards, and installation of an uninterrupted power supply (UPS) system will ensure the equipment continues to operate in the event of power outage. As part of the renovation is the creation of a dedicated space for translators, which is in adherence with the Board of Supervisors' Language Access Policy. These renovations and upgrades will ensure that the increased demands placed on the audiovisual functions at meetings taking place in the Board Chambers as well as in the Issac Newton Senter auditorium and Room 157 will be successfully met.

### **Assessment Appeals**

An ongoing challenge for the Department is to finalize the Assessment Appeals Automation contract and to begin implementation. The project started in 2010, after a series of release delays and other issues, the vendor selected to develop both the Assessor's new property assessment computer system and the Clerk of the Board's module for management of assessment appeals opted to terminate its contracts with the County. This left both the Assessor and Clerk of the Board projects on hold pending determination of appropriate options and

course of action. Since the Clerk of the Board's relatively small appeal system is an extension of the Assessor's larger property assessment system, no decision on strategy for automating the appeals process will be made until the Assessor determines a course of action for their system. At the beginning of 2015, both the Clerk of the Board and the Assessor learned of and explored a potential vendor who would be able to support both departments with an automated appeals system. The Clerk's Office and the Assessors Office consulted with Information Services Department and the Procurement Department to determine the best strategies moving forward. A Request for Proposal is expected to finalize with a selected vendor by the end of FY 15 -16, with implementation beginning in FY 16-17.

### **Reconfiguration**

The ongoing reconfiguration of the Department's office space is to maximize functionality and create additional work space. During FY 15-16, the space-saver filing system was removed, with the flooring beneath repaired and carpet tiles installed, creating additional office space and alleviating some of the work space issue.

### **Process Improvement**

During FY 15-16, the Department, working with consultants, identified multiple process improvement projects. Based on a thorough review, three process improvement projects emerged as the first to be addressed: Macro -mapping of the Department, a redesign effort in building the Board of Supervisors'



(BOS) agenda and documentation within the Department, and a cross - departmental process project.

The Macro - mapping entailed the creation of a graphic map of the work processes within all four individual Units, including management and support activities within the Department that enables the core work activities. This allowed for an objective analysis to determine the areas most in need of process improvement. Documentation within the Department exists in a wide variety of formats, ranging from flow charts to binders of loose leaf notes. With the guidance and coaching of the consultants a new template for documentation is being used by all of the staffed areas. This effort will continue as staff time permits, and the Department will continue to implement this new strategy as new processes and procedures occur.

The consultants worked with the Board Operations Unit to map out the current agenda -building process, locate the flaws in the design and identify missing

components required for a more robust process. This process is extensive, affecting every department in the County in varying degrees, with the overall complexity of the process being commensurate with the scope. Thus, the process improvement project for building the BOS agenda has the Board Operations Unit partnering with various stakeholder departments throughout the County, under the Center for Leadership and Transformation. They are addressing the agenda process along two tracks, the first is the creation, refinement, and distribution of internal training materials. This is primarily to create and disseminate training materials in order to improve and enhance the creation of the BOS Agenda. The second track is the review of roles and responsibilities of those involved in the process, from beginning to end. The overall outcome being increased collaboration of process partners, as well as opportunities for process improvement.

## County Executive's Recommendation

Maintain the Current Level Budget for FY 16-17.

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1106	Clerk Of The Board Fund 0001	\$ 3,871,184	\$ 4,897,343	\$ 5,284,558	\$ 5,300,374	\$ 403,031	8.2%
1171	Special Appropriations Fund 0001	1,831,633	2,559,543	1,963,343	1,963,343	(596,200)	-23.3%
1173	SB 813 Admin Fund 0001	334,190	500,552	534,136	535,411	34,860	7.0%
1299	Fish And Games Comm Fund 0033	3,000	4,000	4,000	4,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 6,040,007</b>	<b>\$ 7,961,437</b>	<b>\$ 7,786,037</b>	<b>\$ 7,803,128</b>	<b>(158,309)</b>	<b>-2.0%</b>



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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1106	Clerk Of The Board Fund 0001	\$ 3,924,557	\$ 4,948,775	\$ 5,335,990	\$ 5,351,806	\$ 403,031	8.1%
1171	Special Appropriations Fund 0001	1,831,633	2,559,543	1,963,343	1,963,343	(596,200)	-23.3%
1173	SB 813 Admin Fund 0001	334,190	500,552	534,136	535,411	34,860	7.0%
1299	Fish And Games Comm Fund 0033	3,000	4,000	4,000	4,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 6,093,380</b>	<b>\$ 8,012,869</b>	<b>\$ 7,837,469</b>	<b>\$ 7,854,560</b>	<b>(158,309)</b>	<b>-2.0%</b>

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

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 3,513,491	\$ 4,342,723	\$ 4,418,827	\$ 4,418,827	\$ 76,105	1.8%
Services And Supplies	2,493,447	3,670,147	3,418,642	3,435,733	(234,413)	-6.4%
Fixed Assets	86,442	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 6,093,380</b>	<b>\$ 8,012,869</b>	<b>\$ 7,837,469</b>	<b>\$ 7,854,560</b>	<b>(158,309)</b>	<b>-2.0%</b>
Expenditure Transfers	(53,373)	(51,432)	(51,432)	(51,432)	—	—
<b>Total Net Expenditures</b>	<b>\$ 6,040,007</b>	<b>\$ 7,961,437</b>	<b>\$ 7,786,037</b>	<b>\$ 7,803,128</b>	<b>(158,309)</b>	<b>-2.0%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1106	Clerk Of The Board Fund 0001	\$ 250,945	\$ 280,153	\$ 57,873	\$ 57,873	(222,280)	-79.3%
1299	Fish And Games Comm Fund 0033	3,390	2,500	2,500	2,500	—	—
<b>Total Revenues</b>		<b>\$ 254,335</b>	<b>\$ 282,653</b>	<b>\$ 60,373</b>	<b>\$ 60,373</b>	<b>(222,280)</b>	<b>-78.6%</b>



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

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 42,881	\$ 57,873	\$ 57,873	\$ 57,873	—	—
Licenses, Permits, Franchises	207,275	222,280	—	—	(222,280)	-100.0%
Other Financing Sources	789	—	—	—	—	—
Fines, Forfeitures, Penalties	3,390	2,500	2,500	2,500	—	—
<b>Total Revenues</b>	<b>\$ 254,335</b>	<b>\$ 282,653</b>	<b>\$ 60,373</b>	<b>\$ 60,373</b>	<b>(222,280)</b>	<b>-78.6%</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	33.0	\$ 4,897,343	\$ 280,153
Board Approved Adjustments During FY 2016	—	142,658	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	73,133	—
IntraCounty Adjustments	—	135,809	—
Other Adjustments	—	35,616	(222,280)
<b>Subtotal (Current Level Budget)</b>	<b>33.0</b>	<b>\$ 5,284,558</b>	<b>\$ 57,873</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 15,816	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 15,816</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>33.0</b>	<b>\$ 5,300,374</b>	<b>\$ 57,873</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 2,559,543	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(596,200)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,963,343</b>	<b>\$ —</b>



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,963,343</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	4.0	\$ 500,552	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	14,444	—
IntraCounty Adjustments	—	19,707	—
Other Adjustments	—	(566)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 534,136</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,275	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,275</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 535,411</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>0033-Fish and Game Fund (Fund Number 0033)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 4,000</b>	<b>\$ 2,500</b>



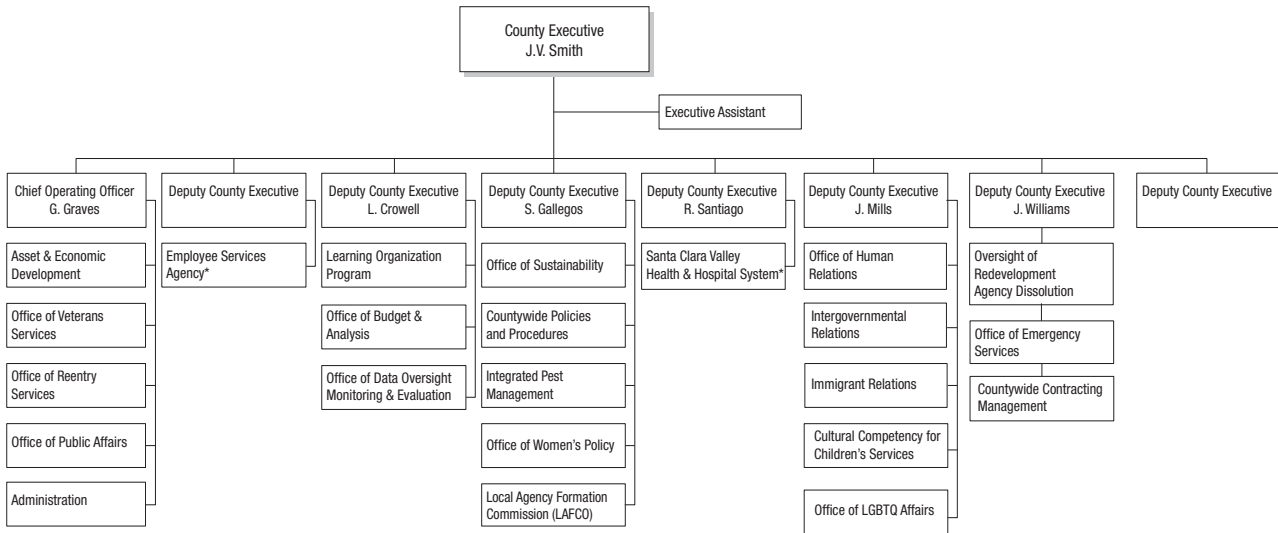
**Fish And Games Comm Fund 0033 — Cost Center 1299  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>4,000 \$</b>	<b>2,500</b>

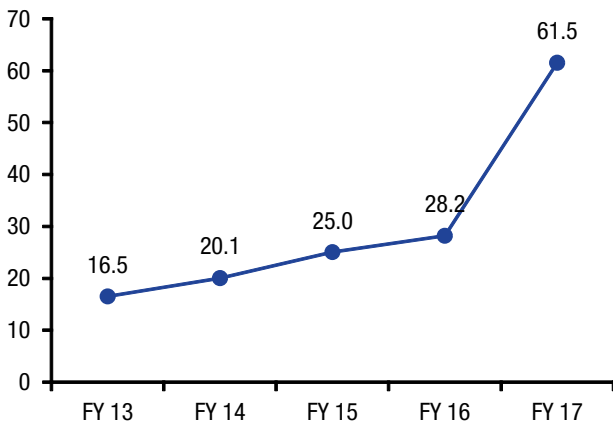
Section 1: Finance and Government



# Office of the County Executive

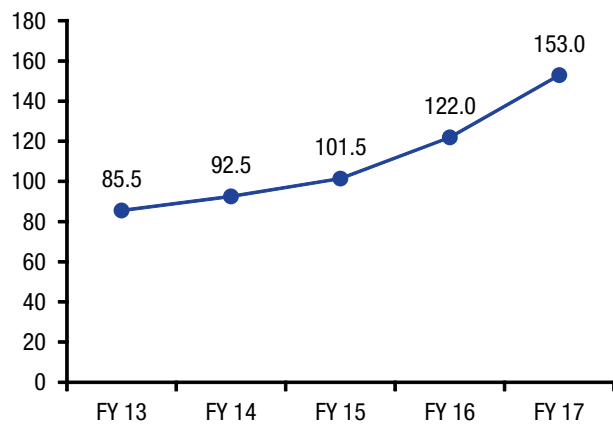


\*Major services that are not provided within the Office of the County Executive



**Gross Appropriation Trend**

Data includes Office of the County Executive (BU 107), Local Agency Formation Commission (BU 113) and Office of Supportive Housing (BU 168).



**Staffing Trend**

Staffing trend includes Office of the County Executive (BU 107), Local Agency Formation Commission (BU 113) and Office of Supportive Housing (BU 168).





## Public Purpose

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



## Description of Major Services

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

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

### Administrative Oversight and Interdepartmental Coordination

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

**The Learning Organization Program** aims to create an environment that actively engages employees at all levels of the organization in delivering exceptional customer outcomes. The program sets a Countywide framework within which County departments can leverage tools and offerings to complement existing departmental strategies. Major program components include the Center for Leadership and Transformation (CLT), Just Culture, and Executive Development. The CLT leverages multi-disciplinary teams to examine and solve County process and system issues. Just Culture is intended to complement the County's Mission, Core Values, and Vision Elements, along with departmental strategic plans, to sustain an environment where staff at all levels of the organization feel comfortable examining and adjusting work processes and practices in order to minimize errors and eliminate inefficient workarounds. Executive Development offerings give Executive Leaders a chance to align departmental efforts to the Countywide direction while building stronger cross-departmental networks. The Learning Organization program routinely partners and collaborates with the Learning and Employment Development division to deliver training and development platforms that align with the strategic vision and enhance organizational capacity to meet evolving service delivery needs.

**The Office of Asset & Economic Development** coordinates economic development efforts between the County and its member cities, finances the Silicon Valley and Satellite Hispanic Small Business Development Centers, and provides a liaison with Work Force Investment Boards that serve the County. The Office provides

support to other County departments regarding development of underutilized County assets, and leads the development of surplus properties.

**The Office of Budget and Analysis (OBA)** coordinates the annual budget process, and prepares updates to the Five-Year Capital Plan and a Three-Year Information Technology Plan. OBA manages numerous revisions to the Adopted Budget throughout the year with major efforts at midyear and year-end. OBA is responsible for oversight of the review and submission of items presented to the Board of Supervisors for action through the Agenda Review process. OBA tracks referrals assigned by the Board and provides agenda coordination services to the five Board Policy Committees. OBA supports Countywide contract administration and provides fiscal and administrative oversight for various Countywide initiatives such as Measure A, Public Safety Realignment (AB 109) and Space Committee. OBA provides analytical staff support to the County Executive. In this role, staff is often involved in special projects to provide information needed by the County Executive.

**The Office of Countywide Contracting Management (OCCM)** provides policy, governance, and analytical support related to Countywide contracting. The OCCM is responsible for Board Policy Chapter 5, including its administrative guidelines; leading the development and implementation of the Board's contracting initiatives; maintaining standard contracting terms; determining the administrative governance structure and responsibilities for contracting; and quality control for contracting items that are presented to the Board of Supervisors.

**The Office of Emergency Services (OES)** maintains the Santa Clara County Operational Area Emergency Operations Plan and the associated plans and annexes in support of that plan. 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. The OES is responsible to maintain the operational readiness of the Operational Area Emergency Operations Center and the alternate EOC as well. The OES maintains the lead role supporting the

Multi-Jurisdictional Emergency Operational Area Council (EOAC) and is responsible for the annual work plan approved by the EOAC.

**The Office of LGBTQ Public Affairs** provides leadership, accountability, and effective outcomes across programs and departments for the well-being and longevity of LGBTQ communities throughout the County of Santa Clara. It aims to provide targeted training for client-specific needs and employee-related LGBTQ issues. The Office identifies gaps in services to LGBTQ residents, develops resources to address them, and devises evaluation metrics to determine the effectiveness of those efforts. The Office of LGBTQ Affairs plays a role in convening community stakeholders, promoting and collaborating on LGBTQ community events, including those that foster dialogue and increase access to services for the most disenfranchised members of the LGBTQ community.

**The Office of Public Affairs** supports the County Executive and Administration in facilitating the flow of accurate, cohesive, and timely information to the public regarding County policies, programs, initiatives and services; collaborates with County agencies and departments by providing media relations and creative services support to publicize and create awareness of programs and initiatives; aids in development of risk management messages for emergencies, threat or risk-related events; and assists with activities that engage the public in County-sponsored events.

**The Office of Women's Policy (OWP)** addresses the needs of women and girls, serving as a catalyst for awareness and action on current and emerging issues that impact their well-being and advancement. Through education, analysis, research and strategic local and regional collaboration, the OWP works to ensure that programs and services, systems and public policy support women's leadership, full equality and advancement in the home, at work and in the community.

**The Office of Sustainability (OOS)** is responsible for designing, funding, and managing programs, projects and initiatives that advance the County's sustainability, climate, energy and related goals, supporting ongoing sustainable policy development, and implementing programs that enhance the region's environmental, economic, and social vitality and resilience. The OOS is responsible for development of a Countywide (operations and community) Sustainability Master Plan,

acts as a cross-departmental link for promoting sustainability principles and practices within County government, and an advocate for the responsible balance of cost-effectiveness and performance.

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

**The Office of Cultural Competency (OCC)** supports County departments in adopting cultural competency to address the challenges of disproportionate representation of children of color within the Social Services Agency's Department of Families and Children's Services, and Juvenile Probation. The OCC is charged with recommending, coordinating, organizing, planning, implementing and monitoring policies and programs addressing racial and ethnic disparity and disproportionality through collaborative cross-departmental efforts and community partnerships that include active engagement of families and youth (as appropriate).

**The Office of Intergovernmental Relations (IGR)** directs the County's legislative activities, including coordination of advocacy efforts on Federal, State, and regional issues. It publishes annual Legislative Policies and Priorities documents, which describe County policy positions on State and Federal issues. IGR also facilitates the development of County-sponsored legislation to include drafting bill language, securing a bill author, and obtaining support for the bill. The County's legislative representative in Sacramento is a part of IGR 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.
- Administrative support for closeout of the Measure B Transportation Improvement Program.
- The CEO leads the multi-departmental effort to recover funds due to the taxing entities as a result of the state's dissolution of Redevelopment Agencies.
- The CEO supports the Bail and Release Work Group (BRWG) whose goal is to improve Pretrial Justice by optimizing release, public safety and court participation.
- The Office leads efforts to update and centralize all County administrative policies and procedures to ensure efficiency and transparency.
- The CEO provides administration and oversight for the 2012 Measure A Program.

### Direct Program Services

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

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

**The Office of Human Relations (OHR)** provides services to all residents of Santa Clara County, promoting residents' human and civil rights, positive interpersonal, intergroup and intercultural respect, relations and conflict resolution. The OHR works in collaboration with the community to ensure that the voice of all residents, especially the voices of those vulnerable to bias and discrimination, are heard.

**The Office of Immigrant Relations (OIR)** serves, through numerous investments, as a leading culturally proficient resource that helps local governments and entities to understand the issues, needs, and contributions of immigrants. The OIR has worked with local agencies to encourage and prepare hundreds of community members for Civic engagement and cross cultural understanding. The OIR provides ongoing analyses of



local impacts and ensures the effective in response to various forms of Policies and Practices, promotes effective coordination of services to facilitate full inclusion of immigrants and immigrant communities.

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

Countywide efforts to reduce recidivism and ensure public safety. The ORS programming oversight includes the Parolee Reentry Services, Community Adult Reentry Services, the In-Custody Adult Reentry Services, and Transition/Discharge Planning.

**The Office of Supportive Housing (OSH)** strives 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 supports the County mission of promoting a healthy, safe and prosperous community by pairing housing with service resources to end and prevent homelessness. The OSH leads and supports intra-County and communitywide supportive housing initiatives such as the Community Plan to End Homelessness.

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## Current and Emerging Issues

### Homelessness

The CEO plays a leadership role in developing a supportive housing system that prevents homelessness or makes episodes of homelessness rare, brief and non-recurring. From a policy perspective, the Office has supported the Board of Supervisors in establishing that housing the special needs populations is a County service and therefore the County must take an active role in developing, financing and supporting various types of affordable housing for the populations that we serve. The County's priorities are to increase the supply of housing that is affordable to extremely low income populations, increase the scope and breadth of supportive housing for the special needs populations, and to improve coordination and collaboration among the County, the cities, other governmental agencies and the affordable housing community.

The Office maintains its strategic leadership role through the Office's participation on the Destination: Home Leadership Board and the local Continuum of Care Board. The Office marshals the County's resources to support the Community Plan to End Homelessness, the goal of creating 6,000 housing opportunities for homeless persons and the commitment to end veteran homelessness.

In FY 16-17, the Office of Supportive Housing (OSH) will complete its transition from the Behavioral Health Services Department to the Office of the County

Executive. From an organizational perspective, the transition solidifies OSH's role in ensuring that departmental and inter-departmental programs and policies are mutually reinforcing and support the County's housing priorities.

### Operational Area Emergency Management Planning

This year, under the direction of the County Executive, the Office of Emergency Services played a pivotal role in helping to prepare for Super Bowl 50. At the direction of the County Executive, the Op Area Emergency Operations Center was activated to support Super Bowl related events in the City of San Jose, City of Palo Alto, and City of Mountain View. The Op Area EOC was staffed with over 100 personnel representing County, State and Federal agencies prepared to support incidents Countywide. The County continues to take a proactive approach to the adherent challenges of emergency management with efforts under way to better address community outreach communications, social media, public information and warning. This specific area of emergency management continues to be a challenge nationwide for communities during emergencies and disasters. Widely available technology in the hand of the public often out paces the verification of credible and timely information dissemination during the first critical hours of the emergency. Developing and implementing day to day joint information systems are

vital to preparing in advance of emergencies and disasters. Practicing, evaluating and maintaining our joint information systems is essential every day to the safety of the community. The Office of Emergency Services continues to develop strategies to address the challenges of community outreach communications, social media, public information and warning throughout the County.

### **Unaccompanied Minors and Immigrant Relations**

The Board of Supervisors has recognized the humanitarian crisis currently in our nation's border. The Board allocated funding to provide legal services in immigration cases and proceedings involving Unaccompanied Minors and Families with Children. The Office of Immigrant Relations partnered with community partners to provide legal representation to Unaccompanied Minors and Families. Reports recently released indicate an increase in the number of unaccompanied minors being released to sponsors. The County of Santa Clara ranked fourth in California counties where minors are being released, highlighting an increase in the number of children and families needing legal assistance. The County continues to support its partnership with these legal providers in FY 16-17 so these agencies can continue to be responsive and serve the increasing levels of this population and thereby minimize the number of new children and families appearing in Immigration court without legal representation.

The California Legislation enacted AB 90, which expands eligibility of the Immigrant Juvenile Status program to youth under the age of 21. The program prior to the enactment of AB 90 only covered those under the age of 18. This expansion allows for a higher number of youth to receive a permanent immigration status under this program which positively impacts this population, however it creates a higher level of need as demand for legal representation increases.

### **County Civic Center Master Planning and Development**

With the County's acquisition of the former San Jose City Hall site and the no-cost Public Benefit Conveyance of the former Private George L. Richey U. S. Army Reserve site from the Federal Department of Defense,

the County continues its master planning process to re-evaluate the Civic Center Campus and its relationship to the communities it serves.

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

The County is working with Anderson Brule Architects to assist in the development of a new service plan, operational plan, adjacencies and program needs and will be working collaboratively with Lowe Enterprises, their consultants and other stakeholders to prepare a comprehensive plan for a proposed new Law and Justice Center as part of the first phase of the Civic Center Master Plan.

### **Fairgrounds Master Planning**

During FY 16-17 the Administration and the Board will continue the process of master planning the future of the County Fairgrounds. The County will evaluate strengths, weaknesses, and opportunities that currently exist at the Fairgrounds, as well as future development potential. The Fairgrounds will be assessed against current and best practices of fairgrounds management, as well as promoting a discussion of benefits and trade-offs of alternative uses of its underutilized areas. The process will continue the County's extensive community and stakeholders' engagement process.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Increase Operational Responsiveness in the LGBTQ Office	↑	This funding will increase the visibility of the Office.	—	\$25,000	—
Maintain Operational Readiness in the Office of Cultural Competency	↑	This funding will meet operational needs of the Office.	—	\$25,000	—
Add Comprehensive Media Intelligence Service	↑	This funding will support communication outreach activities.	—	\$25,000	—
Allocate Resources to Support Sustainability Master Plan	↑	This funding will allow the Office to create a comprehensive Sustainability Master Plan.	—	—	\$80,000
Augment Staff to Support Emergency Operations Center	↑	This position will be responsible for an inclusive crisis communication plan.	1.0	\$139,967	(\$15,327)
Augment Staff to Support the Learning Organization Program	↑	These positions will support the increasing activities of the Learning Organization program.	2.0	\$325,000	\$16,000
Augment Staff to Support Language Access Initiative	↑	This position will support the Office with implementation of the language assessment tool.	1.0	\$132,634	(\$14,105)
Augment Staff to Support Public Communications Activities	↑	This position will support the growing demand for Countywide senior level communication.	1.0	\$144,216	(\$7,369)
Augment Staff to Support Countywide Financial Analysis	↑	This position will manage complex processes related to economic analysis and forecasting.	1.0	\$193,979	(\$24,329)
Augment Staff to Support Budget & Public Policy Initiatives	↑	This position will allow the Office to respond to increased demands related to complex program and policy analysis.	1.0	\$175,328	(\$21,221)
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Increase Accounting and Fiscal Support	↑	This position will provide supervision and coordination over fiscal activities in the Office.	1.0	\$144,742	(\$16,123)
Augment Staff in Administration	↑	These positions will support the Office's infrastructure in administration.	2.0	\$230,746	(\$22,457)
Public Safety Realignment Program (AB 109)- Support Restore Life Skills Program	↑	This funding will provide additional funding to expand services.	—	—	\$126,000
Public Safety Realignment Program (AB 109)- Augment Accounting Support	↑	This position will provide oversight of all AB 109 fiscal activities.	1.0	\$133,824	—
Add Staff for New Jail Transition Team	↑	This position will support the construction efforts related to the new jail facility.	1.0	\$152,536	(\$17,422)
Permanent Supportive Housing Development & Services Fund	↑	This allocation lays the foundation for a regional supportive housing fund.	—	\$3,000,000	—
Rapid Re-Housing Development and Services Fund	↑	This funding will provide rental assistance and case management services to children and families.	—	\$2,000,000	—
Expand Homelessness Crisis Response System	↑	This funding will expand housing options for families and young adults.	1.0	1,998,839	(\$14,106)
Public Safety Realignment Program (AB 109)- Rental Assistance Program	↑	This funding will continue the program's efforts for FY 16-17.	—	—	\$325,000
Transition Office of Supportive Housing to County Executive's Office	●	Transfer non-mental health services provided by the Office of Supportive Housing to the County Executive's Office.	8.0	\$3,707,659	—

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

### ↑ Increase Operational Responsiveness in the LGBTQ Office

**Recommended Action:** Allocate ongoing funding in the amount of \$50,000 to ensure the Office of LGBTQ Affairs has adequate resources to maintain operational needs.

**Service Impact:** The Office will utilize the funds to fully establish itself in the community as well as raise its visibility within the County structure. This allocation will support general publicity and promotion supplies, marketing and outreach materials, and other purchases relating to the broad branding of the Office.

**Ongoing Cost: \$25,000**

### ↑ Maintain Operational Readiness in the Office of Cultural Competency

**Recommended Action:** Allocate ongoing funding in the amount of \$25,000 to ensure that the Office of Cultural Competency has adequate resources to maintain readiness to effectively engage and partner with the community.

**Service Impact:** The funding will be utilized for an analytics contract to support the Office's Work Plan Goals and continuously strengthen its professional expertise in areas of cultural competency.

**Ongoing Cost: \$25,000**



### ↑ Add Comprehensive Media Intelligence Service

**Recommended Action:** Allocate ongoing funding in the amount of \$25,000 for a Countywide comprehensive media intelligence service in the Office of Public Affairs.

**Service Impact:** This service will enable communication staff to monitor, distribute, publicize and analyze critical County government information posted online, in both mainstream media and social media, as well as build media contact and social media influencers' lists to support communication outreach activities.

**Ongoing Cost: \$25,000**

### ↑ Allocate Resources to Support Sustainability Master Plan

**Recommended Action:** Allocate one-time funding of the amount of \$80,000 for consultant services to support the completion of a County Sustainability Master Plan.

**Service Impact:** This funding will allow the Office to meet and sustain the Board's directives with regards to strategic master planning and accountability.

**One-time Cost: \$80,000**

### ↑ Augment Staff to Support Emergency Operations Center

**Recommended Action:** Add 1.0 FTE Public/Risk Communications Officer position in the Office of Emergency Services and allocate \$8,000 one-time new employee onboarding appropriation.

**Service Impact:** The addition of a Public/Risk Communication Officer will enable the Office to develop a crisis communication infrastructure allowing for a well thought out communication plan in the event of a catastrophic emergency. This position will spearhead the day-to-day emergency management planning, develop the Op Area communications plans,

manage disaster preparedness media and public education campaigns and many other emergency management components.

**Positions Added: 1.0**

**Ongoing Cost: \$139,967**

**One-time Net Savings: \$15,327**

Salary savings reflecting time for recruitment: \$23,327

Services and supplies: \$8,000

### ↑ Augment Staff to Support the Learning Organization Program

**Recommended Action:** Allocate \$325,000 to fund the addition for two new positions in FY 16-17. The specific classifications for the new positions are to be determined by the Employee Services Agency Human Resources Department; allocate \$16,000 one-time new employee onboarding appropriation.

**Service Impact:** The vision is to add 1.0 FTE Director, Learning Organization position and 1.0 FTE Internal Communications Specialist position in the Learning Organization Office. The addition of these positions will allow for continued expansion of the team-based work activities, integrate Learning and Employee Development activities more fully into the Learning Organization and develop an internal communication strategy and campaign to support the acceleration of team-based work and Learning Organization initiatives. The focus being to expand executive development, along with Countywide system support for improved internal communications, employee recognition tools, and more readily accessible coaching and mentoring for employees.

**Ongoing Net Cost: \$0**

Increased ongoing cost of \$325,000 for the new positions are offset by a reduction in Services and Supplies in the Special Programs and Reserves budget.

**One-time Cost: \$16,000**

### ↑ Augment Staff to Support Language Access Initiative

**Recommended Action:** Add 1.0 FTE Management Analyst position in the Office of Cultural Competency and allocate one-time expenditure of \$8,000 for systems equipment, furniture, and supplies.



**Service Impact:** The addition of a Management Analyst will carry out the objectives outlined in the Language Access Policy (3.58) and provide technical skills to support cross-system collaborative work in order to address issues of cultural competency and racial and ethnic disparities.

**Positions Added: 1.0**  
**Ongoing Cost: \$132,634**  
**One-time Net Savings: \$14,105**  
 Salary savings reflecting time for recruitment: \$22,105  
 Services and supplies: \$8,000

### ↑ Augment Staff to Support Public Communications Activities

**Recommended Action:** Add 1.0 FTE Public/Risk Communication Officer position in the Office of Public Affairs, allocate \$16,000 one-time and \$4,000 ongoing expenditure for systems, equipment, furniture and supplies

**Service Impact:** The addition of a Public/Risk Communication Officer position will enable the Office to meet the increased demand for senior level communication staff to support the County Administration and Agencies/Departments with strategic media relations support; media coaching; development of media advisories; news releases; communication materials; public information activities; emergencies and risk-related events.

**Positions Added: 1.0**  
**Ongoing Cost: \$144,216**  
**One-time Net Savings: \$7,369**  
 Salary savings reflecting time for recruitment: \$23,369  
 Services and supplies: \$16,000

### ↑ Augment Staff to Support Countywide Financial Analysis

**Recommended Action:** Add 1.0 FTE Principal Financial and Economic Analyst/Financial and Economic Analyst position in the Office of Budget and Analysis and \$8,000 one-time appropriation for new employee onboarding.

**Service Impact:** The Principal Financial and Economic Analyst/ Financial and Economic Analyst position will conduct complex and varied countywide financial and economic analysis, further develop a multi-year budget framework, including in depth cost and revenue projections that can serve as the platform for long-term

financial strategic planning and support the development of annual management reports with detailed variance analysis for the difference between budget appropriations and actual costs, and estimated revenues and actual revenues.

**Positions added: 1.0**  
**Ongoing Cost: \$193,979**  
**One-time Net Savings: \$24,329**  
 Salary savings reflecting time for recruitment: \$32,329  
 Services and supplies: \$8,000

### ↑ Augment Staff to Support Budget & Public Policy Initiatives

**Recommended Action:** Add 1.0 FTE Budget and Public Policy Analyst position in the Office of Budget and Analysis (OBA) and allocate \$8,000 one-time for new employee onboarding appropriation.

**Service Impact:** The addition of a Budget and Public Policy Analyst position is necessary to maintain services provided on behalf of, and in support of, the County Executive in an environment of increasing demands for OBA support.

**Background:** The County Executive and senior staff expect the Analysts to function as the subject matter experts on their assigned departments. To gain a thorough understanding of County business requires time with Departments in addition to managing the PBF budget system, reviewing contracts in SAP, and reviewing legislative files. The combination of a more complex budget system, additional administrative oversight duties, and the need for enhanced familiarity with department operations requires the addition of an Analyst.

**Positions added: 1.0**  
**Ongoing Cost: \$175,328**  
**One-time Net Savings: \$21,221**  
 Salary savings reflecting time for recruitment: \$29,221  
 Services and supplies: \$8,000

### ↑ Increase Accounting and Fiscal Support

**Recommended Action:** Add 1.0 FTE Senior Accountant position in Administration and allocate \$8,000 one-time new employee onboarding appropriation.

**Service Impact:** The position added will be a dedicated resource providing both supervision and coordination over the accounting/fiscal activities of subordinate staff in the Office of Supportive Housing, and serve as the subject matter expert in affordable and supportive housing financing, grants management and financial reporting and record keeping.

**Positions added: 1.0**

**Ongoing Cost: \$144,742**

**One-time Net Savings: \$16,123**

Salary savings reflecting time for recruitment: \$24,125

Services and supplies: \$8,000

### ↑ Augment Staff in Administration

**Recommended Action:** Add 1.0 FTE Program Manager I position, 1.0 FTE Office Specialist III position in Administration; and allocate \$16,000 one-time new employee onboarding appropriation.

**Service Impact:** The addition of the Program Manager (PM) I position is critical to the continued successful administration of the 2012 Measure A Program and will serve as the Office's Contracts Manager. The PMI will oversee program administration efforts to include budget and fiscal oversight: coordination with County agencies/departments and Community Based Organizations; assessment analysis and evaluation of performance measurements; and quarterly reports.

The Office Specialist III will support Immigrant Relations and LGBTQ initiatives and will enable the Administration to adequately support the increased level of office needs due to continued expansion.

**Positions added: 2.0**

**Ongoing Cost: \$230,746**

**One-time Net Savings: \$22,457**

Salary savings reflecting time for recruitment: \$38,457

Services and supplies: \$16,000

### ↑ Public Safety Realignment Program (AB 109)- Support Restore Life Skills Program

**Recommended Action:** Allocate one-time expenditure of \$126,000 for the Restore Life Skills Program.

**Service Impact:** Carry the Vision has a current service agreement with the Office of Reentry Services (ORS) to provide stress reduction and breathing exercises for

staff and reentry clients as part of the Restore Life Skills Program. The additional funding supports expanding the training to Elmwood and South County to continue the efforts at the Reentry Resource Center.

**One-time Net Cost: \$0**

One-time cost of \$126,000 is offset by the AB 109 Trust Fund.

### ↑ Public Safety Realignment Program (AB 109)- Augment Accounting Support

**Recommended Action:** Add 1.0 FTE Accountant III position in Administration.

**Service Impact:** The position added will be a dedicated resource providing both supervision and coordination over the accounting/fiscal activities of subordinate staff in the ORS, and serve as the subject matter expert in AB 109 and ORS financing, grants management and financial reporting and record keeping.

**Positions added: 1.0**

**Ongoing Cost: \$0**

One-time cost of \$133,824 is offset by the AB 109 Trust Fund.

### ↑ Add Staff for New Jail Transition Team

**Recommended Action:** Add 1.0 FTE Program Manager I position and allocate \$8,000 one-time new employee onboarding appropriation.

**Service Impact:** Preparing for the New Jail facility, the County is establishing this New Jail Transition Team to work closely with the County Executive's Office, the Facilities and Fleet Department, and Custody Health Services staff working on this project, along with various contractors involved in the design and construction of the new facility. Based on past experience with the County's own jail facilities, and based on input from other jurisdictions who have recently built new facilities, this team is key to ensure successful design and construction collaboration with the staff who will operate it on a daily basis. As this project progresses, it is anticipated that some additional staff may be needed to prepare the policies and procedures for the new facility. This team will be working closely with the Unclassified Deputy Director position for Capital Programs added in

the Facilities and Fleet Department and the new Sheriff's Correctional Captain position added in the Department of Correction as part of this budget.

**Positions added: 1.0**  
**Ongoing Cost: \$152,536**  
**One-time Net Savings: \$17,422**

Salary savings reflecting time for recruitment: \$25,422  
 Services and supplies: \$8,000

### ↑ Permanent Supportive Housing Development & Services Fund

**Recommended Action:** Allocate ongoing funding in the amount of \$3,000,000 to create a fund that will be used to develop and provide services for 300 new units of permanent supportive housing for chronically homeless persons.

**Service Impact:** The fund will be used for development and one-time activities in initial years and for services as new units come on line. This fund can be used in conjunction with the Silicon Valley Triage Tool, the County's Whole Person Care program and jail diversion initiatives to assist the highest users of County services; thereby increasing efficiencies, health outcomes, and avoiding unnecessary utilization of costly safety-net services.

**Ongoing Cost: \$3,000,000**

### ↑ Rapid Re-Housing Development and Services Fund

**Recommended Action** Allocate ongoing funding in the amount of \$2,000,000 to fund Rapid Rehousing (RRH) programs for homeless individuals and families.

**Service Impact:** The funding will increase the community's capacity to:

- Help homeless veterans obtain housing and employment;
- Create a RRH component of the County's School Linked Services initiative. Under this program, homeless children and their families who come to the attention of homeless coordinators within school districts would be able to access rental assistance and case management services; and

- Establish supportive housing programs for survivors of intimate partner violence and/or human trafficking.

**Ongoing Cost: \$2,000,000**

### ↑ Expand Homelessness Crisis Response System

**Recommended Action:** Allocate ongoing funding in the amount of \$1,866,205, add 1.0 FTE Management Analyst in the Office of Supportive Housing; and allocate \$8,000 one-time new employee onboarding appropriation.

**Service Impact:** The addition of a Management Analyst position will manage and coordinate shelter and transitional housing programs. The funding will be to:

- Ensure that HomeFirst's Sobrato House, an emergency shelter for homeless youth and housing site for foster youth remains in operation;
- Sustains shelter, drop-in center, case management and outreach services to homeless youth as part of Bill Wilson Center's Downtown Drop-Inn Center;
- Increase by 10, the number of transitional housing beds/units for homeless young adults at Bill Wilson Center's 8th Street Transitional Housing Program;
- Enables LifeMoves to expand its Hotel de Zink program from 15 beds to 20 beds year-round;
- Fund 30-40 units of emergency shelter for families at the Arturo Ochoa Migrant Center during the cold weather season; and
- Establish a small flexible fund that the OSH can use to meet the basic needs of disabled individuals and homeless families in emergency situations.

**Total Positions Added: 1.0**

**Ongoing Cost: \$1,998,839**

**One-time Net Savings: \$14,106**

Salary savings reflecting time for recruitment: \$22,106  
 Services and supplies: \$8,000

### ↑ Public Safety Realignment Program (AB 109)- Rental Assistance Program

**Recommended Action:** Allocate one-time funding of \$325,000 to continue the AB 109 Rental Assistance program.

**Service Impact:** The ORS will utilize funds to increase housing stability for individuals whose housing instability is directly linked to their risk of recidivism according to the Correctional Assessment and Intervention System (CAIS).

**One-time Net Cost: \$0**  
 One-time cost of \$325,000 is offset by the AB 109 Trust Fund.

reimburse the later for HUD-related position costs. This action is part of a two-part action that moves these activities into Budget Unit 168 - OSH.

**Service Impact:** This two-part action allows the non-mental health services component of the OSH to be managed in one budget unit that is concurrently being transferred to the County Executive’s Office. There is no net fiscal impact from these actions, as all adds in the OSH budget are offset by additions in the BHSD budget.

**● Transition Office of Supportive Housing to County Executive’s Office**

**Recommended Action:** This proposal adds 8.0 FTE, and net operating costs of \$10,731,820, and net revenues of \$7,024,161 currently budgeted in the Behavioral Health Services Department. This action also adds an intra-county relationship between the OSH and the BHSD to

**Positions Added: 8.0 FTE**  
**Ongoing Net Cost: \$3,707,659**  
 Increase in Revenues: \$6,769,976  
 Increase in Transfers in from AB 109 Fund: \$254,185  
 Increase in Expenditures: \$10,324,960  
 Elimination of IC reimbursement: \$33,076  
 Reimbursement to BHSD: \$373,784.0

**County Executive— Budget Unit 107**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
010717	County Executive Administration -Fund 0001	\$ 10,880,887	\$ 12,780,213	\$ 12,866,351	\$ 13,987,531	\$ 1,207,318	9.4%
1131	Office Of Women's Policy Fund 0001	774,227	2,538,599	750,117	751,156	(1,787,443)	-70.4%
1220	Budget And Analysis Fund 0001	2,615,217	3,005,874	3,106,476	3,434,315	428,441	14.3%
1219	Cultural Competency-Children's Svc-Fund 0001	277,565	391,228	416,368	560,258	169,030	43.2%
1330	Veterans' Services - Fund 0001	607,959	877,288	944,897	946,300	69,011	7.9%
1331	The Office of LGBTQ Affairs - Fund 0001	—	273,171	285,082	310,082	36,911	13.5%
2530	Office Of Emergency Svcs Fund 0001	8,803,857	3,183,563	3,358,772	3,495,232	311,670	9.8%
2532	Office of Sustainability - Fund 0001	1,302,523	502,240	468,515	549,737	47,497	9.5%
2533	Immigrant Relation&Integration Svc-Fund 0001	73,508	2,670,875	484,616	485,023	(2,185,852)	-81.8%
2535	AB109-Resource Services - Fund 0001	1,218,030	1,617,548	1,989,036	2,117,705	500,157	30.9%
2536	Reentry-Resource Services-Fund 0001	1,171,345	1,946,422	1,956,267	1,956,494	10,072	0.5%
5700	Human Relations Fund 0001	1,266,918	1,450,440	1,527,164	1,530,777	80,338	5.5%
<b>Total Net Expenditures</b>		<b>\$ 28,992,036</b>	<b>\$ 31,237,460</b>	<b>\$ 28,153,662</b>	<b>\$ 30,124,611</b>	<b>\$ (1,112,850)</b>	<b>-3.6%</b>



### County Executive— Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
010717	County Executive Administration -Fund 0001	\$ 11,117,760	\$ 13,046,012	\$ 13,105,898	\$ 14,227,078	\$ 1,181,066	9.1%
1131	Office Of Women's Policy Fund 0001	779,576	2,538,599	750,117	751,156	(1,787,443)	-70.4%
1220	Budget And Analysis Fund 0001	2,615,217	3,005,874	3,106,476	3,434,315	428,441	14.3%
1219	Cultural Competency- Children's Svc-Fund 0001	277,565	391,228	416,368	560,258	169,030	43.2%
1330	Veterans' Services - Fund 0001	607,959	877,288	944,897	946,300	69,011	7.9%
1331	The Office of LGBTQ Affairs - Fund 0001	—	273,171	285,082	310,082	36,911	13.5%
2530	Office Of Emergency Svcs Fund 0001	8,896,869	3,183,563	3,358,772	3,495,232	311,670	9.8%
2532	Office of Sustainability - Fund 0001	1,302,523	502,240	468,515	549,737	47,497	9.5%
2533	Immigrant Relation&Integration Svc- Fund 0001	73,508	2,670,875	484,616	485,023	(2,185,852)	-81.8%
2535	AB109-Resource Services - Fund 0001	1,218,030	1,617,548	1,989,036	2,117,705	500,157	30.9%
2536	Reentry-Resource Services- Fund 0001	1,171,345	1,946,422	1,956,267	1,956,494	10,072	0.5%
5700	Human Relations Fund 0001	1,538,049	1,720,417	1,797,141	1,800,754	80,338	4.7%
<b>Total Gross Expenditures</b>		<b>\$ 29,598,400</b>	<b>\$ 31,773,236</b>	<b>\$ 28,663,186</b>	<b>\$ 30,634,135</b>	<b>\$ (1,139,102)</b>	<b>-3.6%</b>

### County Executive— Budget Unit 107 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 14,934,453	\$ 18,454,730	\$ 19,916,610	\$ 21,466,066	\$ 3,011,336	16.3%
Services And Supplies	14,663,946	13,218,506	8,746,576	9,168,069	(4,050,438)	-30.6%
Operating/Equity Transfers	—	100,000	—	—	(100,000)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 29,598,400</b>	<b>\$ 31,773,236</b>	<b>\$ 28,663,186</b>	<b>\$ 30,634,135</b>	<b>\$ (1,139,102)</b>	<b>-3.6%</b>
Expenditure Transfers	(606,364)	(535,776)	(509,524)	(509,524)	26,252	-4.9%
<b>Total Net Expenditures</b>	<b>\$ 28,992,036</b>	<b>\$ 31,237,460</b>	<b>\$ 28,153,662</b>	<b>\$ 30,124,611</b>	<b>\$ (1,112,850)</b>	<b>-3.6%</b>



### County Executive— Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
010717	County Executive Administration -Fund 0001	\$ 19,012,158	\$ 8,495,846	\$ 8,631,846	\$ 8,764,507	268,661	3.2%
1131	Office Of Women's Policy Fund 0001	69,427	31,900	39,235	39,235	7,335	23.0%
1330	Veterans' Services - Fund 0001	122,918	70,000	70,000	70,000	—	—
2530	Office Of Emergency Svcs Fund 0001	5,480,430	—	—	—	—	—
2532	Office of Sustainability - Fund 0001	915,726	—	—	—	—	—
2535	AB109-Resource Services - Fund 0001	1,207,725	1,617,548	1,928,130	2,054,130	436,582	27.0%
2536	Reentry-Resource Services- Fund 0001	1,251,229	1,793,892	1,793,892	1,793,892	—	—
5700	Human Relations Fund 0001	106,743	44,000	14,000	14,000	(30,000)	-68.2%
<b>Total Revenues \$</b>		<b>28,166,355</b>	<b>12,053,186</b>	<b>12,477,103</b>	<b>12,735,764</b>	<b>682,578</b>	<b>5.7%</b>

### County Executive— Budget Unit 107 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - Federal	\$ 6,079,803	\$ —	\$ —	\$ —	—	—
Other Financing Sources	17,132,152	6,693,448	6,989,365	7,248,026	554,578	8.3%
Charges For Services	3,268,306	3,495,846	3,623,846	3,623,846	128,000	3.7%
Aid From Government Agencies - State	1,686,095	1,863,892	1,863,892	1,863,892	—	—
<b>Total Revenues \$</b>	<b>28,166,355</b>	<b>12,053,186</b>	<b>12,477,103</b>	<b>12,735,764</b>	<b>682,578</b>	<b>5.7%</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	51.0	\$ 12,780,213	\$ 8,495,846
Board Approved Adjustments During FY 2016	1.0	232,152	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	279,477	—
IntraCounty Adjustments	—	326,307	—
Other Adjustments	—	(751,798)	136,000
<b>Subtotal (Current Level Budget)</b>	<b>52.0</b>	<b>\$ 12,866,351</b>	<b>\$ 8,631,846</b>



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 13,650	\$ 132,661
Decision Packages			
Public Safety Realignment Program (AB109) Augment Accounting Support	1.0	132,661	—
Augment Staff to Support the Learning Organization Program	—	341,000	—
Increase Accounting and Fiscal Support	1.0	128,619	—
Augment Staff in Administration	2.0	208,289	—
Add Staff for New Jail Transition Team	1.0	135,114	—
Augment Staff to Support Public Communications Activities	1.0	136,847	—
Add Comprehensive Media Intelligence Service	—	25,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0</b>	<b>\$ 1,121,180</b>	<b>\$ 132,661</b>
<b>Recommended Budget</b>	<b>58.0</b>	<b>\$ 13,987,531</b>	<b>\$ 8,764,507</b>

**Office Of Women's Policy Fund 0001 — Cost Center 1131**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 2,538,599	\$ 31,900
Board Approved Adjustments During FY 2016	-1.0	(154,133)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,950	—
IntraCounty Adjustments	—	8,168	7,335
Other Adjustments	—	(1,664,467)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 750,117</b>	<b>\$ 39,235</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,039	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,039</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 751,156</b>	<b>\$ 39,235</b>



## Budget And Analysis Fund 0001 — Cost Center 1220

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	15.0	\$ 3,005,874	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	72,968	—
IntraCounty Adjustments	—	31,773	—
Other Adjustments	—	(4,139)	—
<b>Subtotal (Current Level Budget)</b>	<b>15.0</b>	<b>\$ 3,106,476</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 4,082	\$ —
Decision Packages			
Augment Staff to Support Countywide Financial Analysis	—	169,650	—
Augment Staff to Support Budget & Public Policy Initiatives	1.0	154,107	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 327,839</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>16.0</b>	<b>\$ 3,434,315</b>	<b>\$ —</b>

## Cultural Competency-Children's Svc-Fund 0001 — Cost Center 1219

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0	\$ 391,228	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	17,997	—
IntraCounty Adjustments	—	7,143	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 416,368</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 361	\$ —
Decision Packages			
Augment Staff to Support Language Access Initiative	1.0	118,529	—
Maintain Operational Readiness in Ofc of Cultural Competency	—	25,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 143,890</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 560,258</b>	<b>\$ —</b>





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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0 \$	877,288 \$	70,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	45,217	—
IntraCounty Adjustments	—	13,170	—
Other Adjustments	—	9,221	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0 \$</b>	<b>944,897 \$</b>	<b>70,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	1,403 \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>1,403 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>7.0 \$</b>	<b>946,300 \$</b>	<b>70,000</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0 \$	273,171 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(21,927)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	33,838	—
<b>Subtotal (Current Level Budget)</b>	<b>2.0 \$</b>	<b>285,082 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Increase Operational Responsiveness in the LGBTQ Office	—	25,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>25,000 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>2.0 \$</b>	<b>310,082 \$</b>	<b>—</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	10.0	\$ 3,183,563	\$ —
Board Approved Adjustments During FY 2016	-1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(11,087)	—
IntraCounty Adjustments	—	293,488	—
Other Adjustments	—	(107,191)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 3,358,772</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 11,820	\$ —
Decision Packages			
Augment Staff to Support Emergency Operations Center	1.0	124,640	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 136,460</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 3,495,232</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 502,240	\$ —
Board Approved Adjustments During FY 2016	-3.0	(58,763)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,832	—
IntraCounty Adjustments	—	8,206	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 468,515</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,222	\$ —
Decision Packages			
Allocate Resources to Support Sustainability Master Plan	—	80,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 81,222</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 549,737</b>	<b>\$ —</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0	\$ 2,670,875	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	159,478	—
IntraCounty Adjustments	—	7,071	—
Other Adjustments	—	(2,352,808)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 484,616</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 407	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 407</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 485,023</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	8.0	\$ 1,617,548	\$ 1,617,548
Board Approved Adjustments During FY 2016	4.0	535,155	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	25,374	—
IntraCounty Adjustments	—	59,539	560,582
Other Adjustments	—	(248,580)	(250,000)
<b>Subtotal (Current Level Budget)</b>	<b>12.0</b>	<b>\$ 1,989,036</b>	<b>\$ 1,928,130</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,669	\$ 126,000
Decision Packages			
Public Safety Realignment AB109 Support Restore Life Skills	—	126,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 128,669</b>	<b>\$ 126,000</b>
<b>Recommended Budget</b>	<b>12.0</b>	<b>\$ 2,117,705</b>	<b>\$ 2,054,130</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	1.0	\$ 1,946,422	\$ 1,793,892
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,302	—
IntraCounty Adjustments	—	1,543	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 1,956,267</b>	<b>\$ 1,793,892</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 227	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 227</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 1,956,494</b>	<b>\$ 1,793,892</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	11.0	\$ 1,450,440	\$ 44,000
Board Approved Adjustments During FY 2016	1.0	151,657	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(111,078)	—
IntraCounty Adjustments	—	35,273	—
Other Adjustments	—	873	(30,000)
<b>Subtotal (Current Level Budget)</b>	<b>11.0</b>	<b>\$ 1,527,164</b>	<b>\$ 14,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3,613	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,613</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.0</b>	<b>\$ 1,530,777</b>	<b>\$ 14,000</b>



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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 445,271	\$ 728,066	\$ 693,130	\$ 693,505	\$ (34,560)	-4.7%
<b>Total Net Expenditures</b>		<b>\$ 445,271</b>	<b>\$ 728,066</b>	<b>\$ 693,130</b>	<b>\$ 693,505</b>	<b>\$ (34,560)</b>	<b>-4.7%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 632,792	\$ 948,734	\$ 913,798	\$ 914,173	\$ (34,560)	-3.6%
<b>Total Gross Expenditures</b>		<b>\$ 632,792</b>	<b>\$ 948,734</b>	<b>\$ 913,798</b>	<b>\$ 914,173</b>	<b>\$ (34,560)</b>	<b>-3.6%</b>

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

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 466,755	\$ 483,349	\$ 499,823	\$ 499,823	\$ 16,474	3.4%
Services And Supplies	166,037	321,512	270,102	270,477	(51,034)	-15.9%
Reserves	—	143,873	143,873	143,873	—	—
<b>Total Gross Expenditures</b>	<b>\$ 632,792</b>	<b>\$ 948,734</b>	<b>\$ 913,798</b>	<b>\$ 914,173</b>	<b>\$ (34,560)</b>	<b>-3.6%</b>
Expenditure Transfers	(187,521)	(220,668)	(220,668)	(220,668)	—	—
<b>Total Net Expenditures</b>	<b>\$ 445,271</b>	<b>\$ 728,066</b>	<b>\$ 693,130</b>	<b>\$ 693,505</b>	<b>\$ (34,560)</b>	<b>-4.7%</b>

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 406,470	\$ 441,189	\$ 441,189	\$ 441,189	—	—
<b>Total Revenues</b>		<b>\$ 406,470</b>	<b>\$ 441,189</b>	<b>\$ 441,189</b>	<b>\$ 441,189</b>	<b>—</b>	<b>—</b>



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

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Licenses, Permits, Franchises	\$ 27,386	\$ 30,000	\$ 30,000	\$ 30,000	—	—
Revenue From Use Of Money/Property	2,844	3,000	3,000	3,000	—	—
Charges For Services	375,043	408,189	408,189	408,189	—	—
Other Financing Sources	2	—	—	—	—	—
Revenue From Other Government Agencies	1,195	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 406,470</b>	<b>\$ 441,189</b>	<b>\$ 441,189</b>	<b>\$ 441,189</b>	<b>—</b>	<b>—</b>

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

	Positions	Appropriations	Revenues
<b>0019-LAFCO (Fund Number 0019)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 728,066	\$ 441,189
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,474	—
IntraCounty Adjustments	—	(51,409)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 693,130</b>	<b>\$ 441,189</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 375	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 375</b>	<b>—</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 693,505</b>	<b>\$ 441,189</b>

### Office of Affordable Housing— Budget Unit 168 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1420	Permanent Support Housing- Fund 0001	\$ 100,386	\$ —	\$ —	\$ —	—	—
1421	Supportive Hsg Admin - Fund 0001	—	—	5,302,790	23,311,267	23,311,267	n/a
1169	Housing Bond Prog Fund 0208	232,636	158,861	158,861	158,861	—	—



**Office of Affordable Housing— Budget Unit 168**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1170	OAH Admin Fund 0001	5,332,089	504,924	491,792	525,805	20,881	4.1%
1174	Housing Set Aside Fund 0196	375,000	105,559	105,689	105,689	130	0.1%
1178	CalHome Resue Account Fund 0104	—	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	100,850	93,037	93,037	93,037	—	—
016801	Housing & Community Development	3,245,294	3,253,055	3,253,051	3,253,051	(4)	0.0%
<b>Total Net Expenditures \$</b>		<b>9,386,254 \$</b>	<b>4,235,436 \$</b>	<b>9,525,219 \$</b>	<b>27,567,709 \$</b>	<b>23,332,273</b>	<b>550.9%</b>

**Office of Affordable Housing— Budget Unit 168**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1420	Permanent Support Housing- Fund 0001	\$ 100,386	\$ —	\$ —	\$ —	—	—
1421	Supportive Hsg Admin - Fund 0001	—	—	6,878,561	24,887,038	24,887,038	n/a
1169	Housing Bond Prog Fund 0208	232,636	158,861	158,861	158,861	—	—
1170	OAH Admin Fund 0001	6,278,520	1,384,623	1,371,491	1,372,428	(12,195)	-0.9%
1174	Housing Set Aside Fund 0196	375,000	105,559	105,689	105,689	130	0.1%
1178	CalHome Resue Account Fund 0104	—	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	100,850	93,037	93,037	93,037	—	—
016801	Housing & Community Development	3,245,294	3,253,055	3,253,051	3,253,051	(4)	0.0%
<b>Total Gross Expenditures \$</b>		<b>10,332,685 \$</b>	<b>5,115,135 \$</b>	<b>11,980,689 \$</b>	<b>29,990,103 \$</b>	<b>24,874,968</b>	<b>486.3%</b>



### Office of Affordable Housing— Budget Unit 168 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 869,051	\$ 990,633	\$ 1,747,184	\$ 3,110,968	\$ 2,120,335	214.0%
Services And Supplies	4,463,634	4,124,502	10,233,505	26,879,135	22,754,633	551.7%
Fixed Assets	5,000,000	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 10,332,685</b>	<b>\$ 5,115,135</b>	<b>\$ 11,980,689</b>	<b>\$ 29,990,103</b>	<b>\$ 24,874,968</b>	<b>486.3%</b>
Expenditure Transfers	(946,431)	(879,699)	(2,455,470)	(2,422,394)	(1,542,695)	175.4%
<b>Total Net Expenditures</b>	<b>\$ 9,386,254</b>	<b>\$ 4,235,436</b>	<b>\$ 9,525,219</b>	<b>\$ 27,567,709</b>	<b>\$ 23,332,273</b>	<b>550.9%</b>

### Office of Affordable Housing— Budget Unit 168 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1421	Supportive Hsg Admin - Fund 0001	\$ —	\$ —	\$ 475,000	\$ 7,824,161	\$ 7,824,161	n/a
1119	Mortgage & Rental Asst Fund 0198	23	—	—	—	—	—
1169	Housing Bond Prog Fund 0208	139,066	90,647	90,647	90,647	—	—
1174	Housing Set Aside Fund 0196	224,892	105,559	105,559	105,559	—	—
1178	CalHome Resue Account Fund 0104	65,266	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	1,645,181	1,904,174	1,904,174	1,904,174	—	—
016801	Housing & Community Development	3,622,592	3,152,004	3,152,004	3,152,004	—	—
<b>Total Revenues</b>		<b>\$ 5,697,021</b>	<b>\$ 5,372,384</b>	<b>\$ 5,847,384</b>	<b>\$ 13,196,545</b>	<b>\$ 7,824,161</b>	<b>145.6%</b>

### Office of Affordable Housing— Budget Unit 168 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 472,796	\$ 75,700	\$ 75,700	\$ 75,700	\$ —	—
Other Financing Sources	998,381	633,744	633,744	1,212,929	579,185	91.4%
Aid From Government Agencies - Federal	2,608,760	2,668,780	3,018,780	8,613,756	5,944,976	222.8%
Charges For Services	62,524	—	125,000	1,300,000	1,300,000	n/a
Licenses, Permits, Franchises	1,554,560	1,874,160	1,874,160	1,874,160	—	—
Aid From Government Agencies - State	—	120,000	120,000	120,000	—	—
<b>Total Revenues</b>	<b>\$ 5,697,021</b>	<b>\$ 5,372,384</b>	<b>\$ 5,847,384</b>	<b>\$ 13,196,545</b>	<b>\$ 7,824,161</b>	<b>145.6%</b>





## Supportive Hsg Admin - Fund 0001 — Cost Center 1421

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2016	5.0	5,036,342	475,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	266,448	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0 \$</b>	<b>5,302,790 \$</b>	<b>475,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	373,784 \$	579,185
Decision Packages			
Permanent Supportive Housing Development & Services Fund	—	3,000,000	—
Rapid ReHousing Development and Services Fund	—	2,000,000	—
Expand Homelessness Crisis Response System	1.0	1,984,733	—
Public Safety Realignment (AB109) Rental Assistance Program	—	325,000	—
Transition Office of Supportive Housing to CEO	8.0	10,324,960	6,769,976
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>9.0 \$</b>	<b>18,008,477 \$</b>	<b>7,349,161</b>
<b>Recommended Budget</b>	<b>14.0 \$</b>	<b>23,311,267 \$</b>	<b>7,824,161</b>

## Housing Bond Prog Fund 0208 — Cost Center 1169

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0208-Developer Application Fund (Fund Number 0208)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	158,861 \$	90,647
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>158,861 \$</b>	<b>90,647</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—



**Housing Bond Prog Fund 0208 — Cost Center 1169**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 158,861</b>	<b>\$ 90,647</b>

**OAH Admin Fund 0001 — Cost Center 1170**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ 504,924	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,564	—
IntraCounty Adjustments	—	(28,250)	—
Other Adjustments	—	(446)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 491,792</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 34,013	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 34,013</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 525,805</b>	<b>\$ —</b>

**Housing Set Aside Fund 0196 — Cost Center 1174**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0196-Set Aside housing Fund (Fund Number 0196)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 105,559	\$ 105,559
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	130	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 105,689</b>	<b>\$ 105,559</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —



**Housing Set Aside Fund 0196 — Cost Center 1174**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	— \$	— \$	—
<b>Recommended Budget</b>	— \$	105,689 \$	105,559

**CalHome Resue Account Fund 0104 — Cost Center 1178**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0104-CalHome Resue Account (Fund Number 0104)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	120,000 \$	120,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	— \$	120,000 \$	120,000
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	— \$	— \$	—
<b>Recommended Budget</b>	— \$	120,000 \$	120,000

**Stanford Affordable Housing Fund 0289 — Cost Center 9859**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0289-Stanford Affordable Housing Trust Fund (Fund Number 0289)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	93,037 \$	1,904,174
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	— \$	93,037 \$	1,904,174
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—



**Stanford Affordable Housing Fund 0289 — Cost Center 9859**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>93,037 \$</b>	<b>1,904,174</b>

**Housing & Community Development — Cost Center 016801**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0038-Home Investment Partnership Program (Fund Number 0038)</b>			

<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	942,657 \$	883,079
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>942,657 \$</b>	<b>883,079</b>

<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>942,657 \$</b>	<b>883,079</b>

<b>0036-Unincorporated Area Rehabilitation (Fund Number 0036)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	443,345 \$	443,346
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>443,345 \$</b>	<b>443,346</b>

<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>443,345 \$</b>	<b>443,346</b>



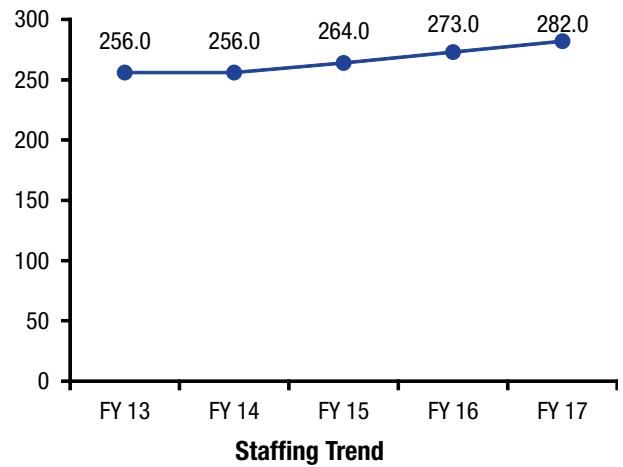
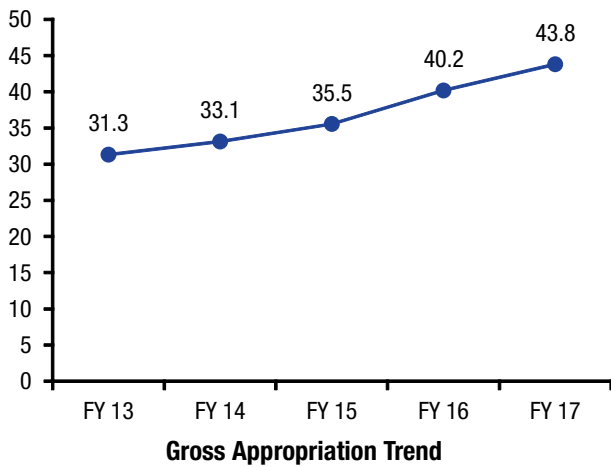
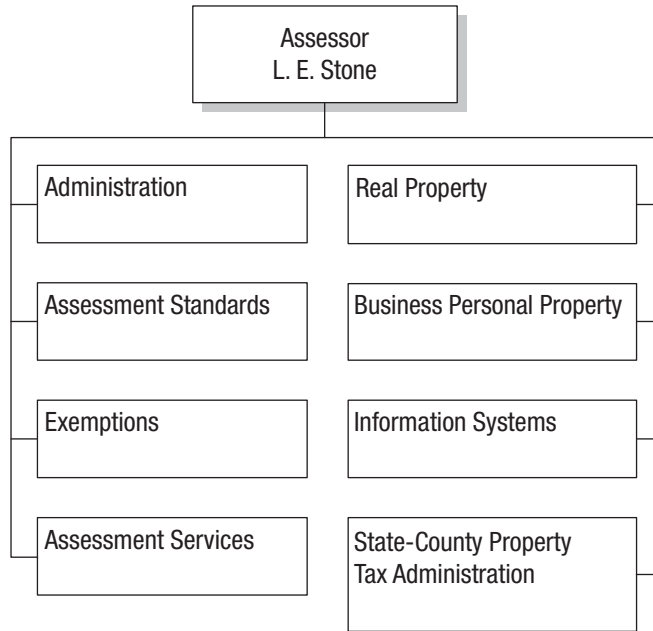
## Housing & Community Development — Cost Center 016801

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0029-Rental Rehabilitation Program (Fund Number 0029)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	25,400 \$	25,400
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>25,400 \$</b>	<b>25,400</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>25,400 \$</b>	<b>25,400</b>
<b>0035-Housing Community Development Fund (Fund Number 0035)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	1,841,653 \$	1,800,179
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>1,841,649 \$</b>	<b>1,800,179</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>1,841,649 \$</b>	<b>1,800,179</b>



# 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

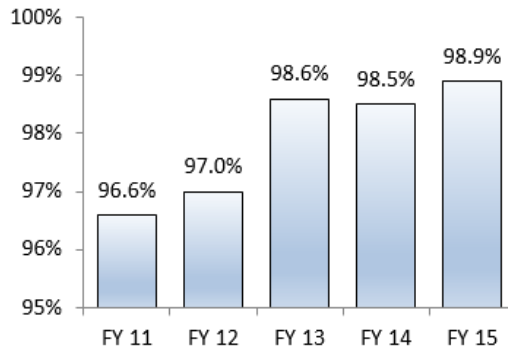
The Office maintains a comprehensive cost accounting system that tracks production hours and costs by type of activity. Beginning FY 13-14, Assessor's Office incorporated these numbers into its reported metrics to give a more accurate picture of the Office's workload and productivity.

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 roll;
- **Roll Processing:** mapping, new parcel creation, address maintenance, and exemption activities necessary to support the completion of the assessment roll.

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

**Overall Performance and Service Levels**



**% Completed Assessments**

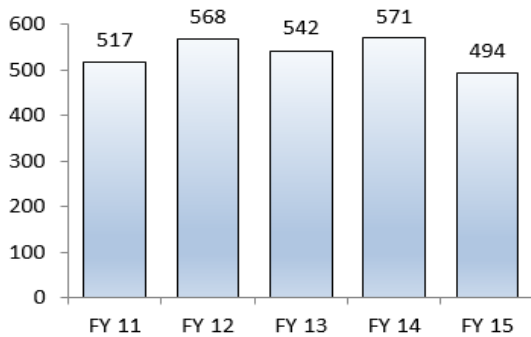
The percentage of assessments completed by June 30, 2015 was 98.9%, a 0.4% increase over last year.

**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**



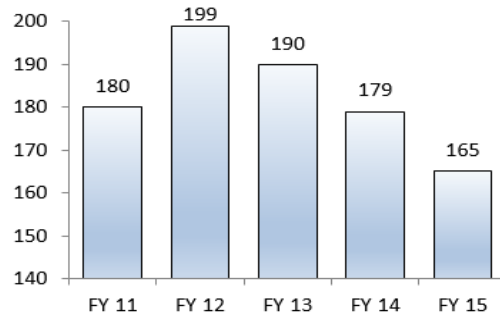
**Average Number of Days to Resolve an Appeal**

The average number of days for an assessment appeal to be resolved by June 30, 2015 was **494** days, taking 77 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.

Reflecting the strong economic recovery, the number of assessment appeals filed in 2014/2015 declined by 11%. This has resulted in reducing the average time it takes to resolve an appeal. The introduction of the Value Hearing Officer program has also resulted in more residential appeals getting resolved within one year of filing date.



**Number of Days to Deliver a Supplemental Assessment**

As of June 30, 2015 supplemental assessments were delivered to the Tax Collector in **165** days, taking 14 days less than last year.

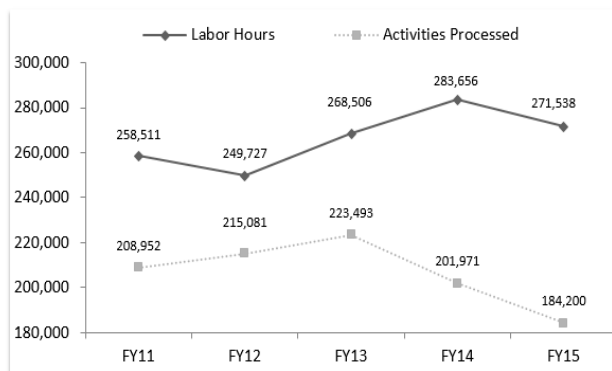
**Why is this important?**

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**

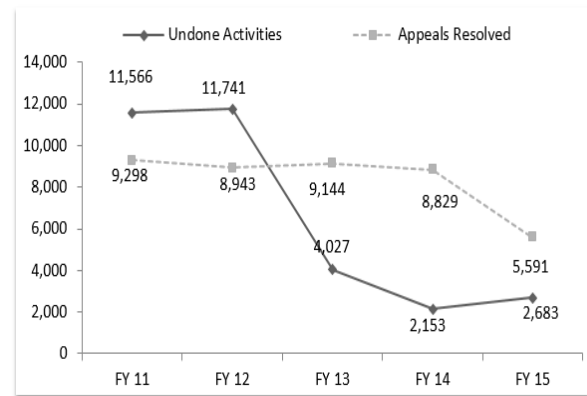
Activities Processed represent changes of ownership, new construction, audits, Prop 8, appeals and other roll processing activities. The total number of activities processed by June 30, 2015 was 184,200, a 8.8% decrease over FY 13-14. The decrease in the total number is primarily attributable to the 35% overall decrease in the number of Prop 8 and assessment appeal activities. Total available labor hours decreased by 4.3%.

### Why is this important?

The department has demonstrated improved productivity in processing its roll activities. With less appeals and Prop 8 activities, the department has focused its resources on changes of ownership, new construction, and business property assessments. The addition of sixteen revenue generating staff in FY 12-13 and six new SCAPP grant staff in FY 14-15 has largely contributed to the significant reduction of the backlog.

### Definition of Terms:

- Labor Production Hours - these labor hours are devoted to assessment roll production and other assessment related activities; does not include administration, information systems, leave, training, and other indirect work 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;
- Appeals - primarily a defense of assessed value, typically does not add value to the assessment roll;
- Roll Processing -mapping, new parcel creation, address maintenance and exemption activities necessary to support the completion of the assessment roll.

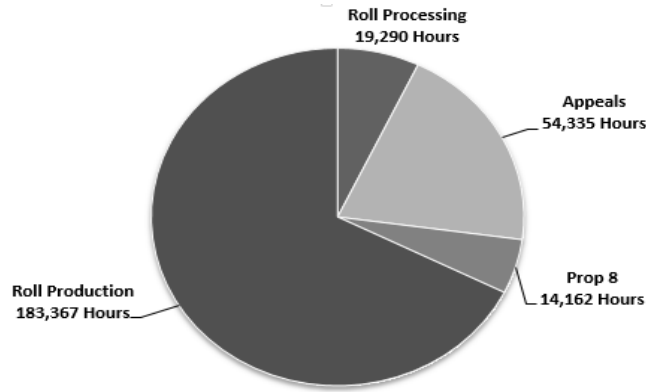


**Undone Activities vs. Appeals Resolved**

As of June 30, 2015, the backlog of incomplete assessment activities stood at **2,683** units. These include changes of ownership, new construction, audits and other miscellaneous activities. While assessment appeal filings continued to decline in FY 14-15, our ability to completely eliminate the backlog remains impacted by the need to resolve all active assessment appeals within the two year statute of limitations. As of June 30, 2015, the department resolved **5,591** assessment appeals. There were only **4,853** appeals filed in the last fiscal year. The number of assessment appeals resolved in FY 14-15 exceeded the number of assessment appeals filed in the same fiscal year, by 15%. In short, the department is resolving appeals at a faster rate than appeal filings.

### Why is this important?

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



**FY 2015 Total Labor Production Hours**

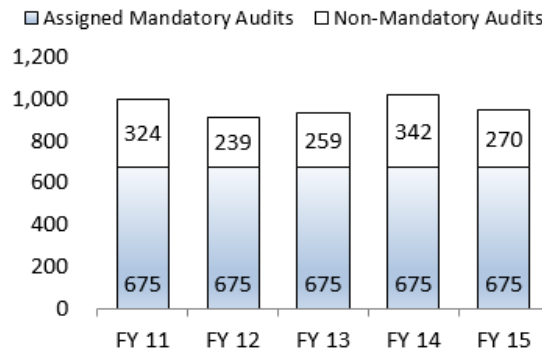
**FY 14-15 Total Labor Production Hours**

Roll Production activities include changes of ownership, new construction, audits, and the processing of business property statements. As of June 30, 2015, Roll Production activities represented **68% of the total production hours**.

**Why is this important?**

With the reduction in assessment appeals workload, we have focused on roll production activities like changes in ownership and new construction. Because of the slow but steady decline in assessment appeal filings, the Assessor has been able to direct more staff hours towards roll production activities. The chart above shows an increase in roll production labor hours and a corresponding decrease in labor hours devoted to appeals and Prop 8 reviews.

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



**Audits Completed**

The total number of audits completed by June 30, 2015 was **945**.

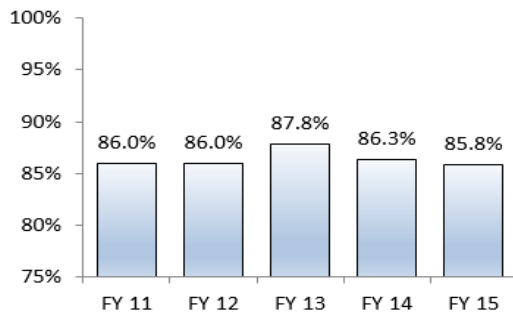
**Why is this important?**

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, 2015. In addition to the mandatory audits, the department also completed 226 non-mandatory audits and 44 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.

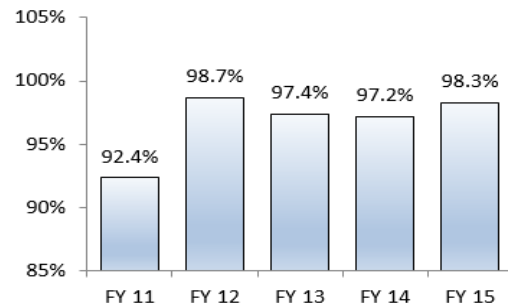


**Customer Service Satisfaction**

The Department's customer satisfaction rate as of June 30, 2015 was **85.8%**, a slight decrease from last year

**Why is this important?**

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



**Cost Control**

Total expenditures of the Office as of June 30, 2015 were **98.3%**.

**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 (IS) 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

### Discovery

It is critical that the Assessor's Office continually discover businesses, homeowners, and charitable organizations who have not been properly assessed. In the coming fiscal year the Assessor's Office will be launching several new tools to further enhance our current extensive discovery efforts. Funded in part by SCAPP, these efforts include:

- Creating an electronic system for incorporating business license data directly from cities and sales tax data from the BOE, so that new businesses are made aware of their property tax filing responsibilities.
- Deploying current aerial photography with critical orthographic photography and oblique images of the entire county to locate properties that have unreported new construction.
- Canvassing businesses to update our taxpayer databases and improve our outreach activities. Working with every city in Santa Clara County to electronically receive building permits and associated documents.
- Utilizing skilled exemption investigators to perform field inspections of properties owned or leased by organizations that claim exempt status.
- Scrutinizing unrecorded changes of ownership by legal entities, including corporate mergers and acquisitions, to determine whether transactions are re-assessable.

### Appeals

The number of residential assessment appeals has dropped 74% from 2009, the height of the great recession. The Assessor's Office is working closely with the Clerk of the Assessment Appeals Board (AAB) to dramatically rethink the entire processes for managing

the appeals system and utilize new technologies. An RFP was published in early February and both the Clerk of the Board and the Assessor's Office will be jointly evaluating potential vendors. Implementation of this project during this period of reduced appeals will be instrumental to providing better customer service, especially for residential owners. We also anticipate significant increases in efficiency and productivity for both departments. Additional funding will likely be required to implement a new appeals system.

### Legislation: Maintaining Fair and Equitable Assessment of Machinery and Equipment (Business Personal Property)

Santa Clara County has the second-largest assessment (behind Los Angeles County) of unsecured business property. In 2015 the assessed value of unsecured business property (\$27.4 billion) was greater than the total unsecured value in San Francisco, San Mateo and Contra Costa counties combined. For these reasons, the County is actively involved in addressing legislation designed to hamper the Assessor's ability to assess machinery and equipment.

### Legislation: Commercial Aircraft - Maintaining the Centralized Lead County Program

The current process for assessing and valuing commercial aircraft was codified by an agreement between assessors and the airline industry in 2005. The agreement has been essential in maintaining uniform valuations and audit processes of commercial aircraft across several counties. The agreement includes a

centralized audit process designed to reduce the cost of compliance by both airlines and assessors. The current agreement is due to sunset at the end of 2016.

The California Assessors' Association (CAA) recommends continuation of the existing process, and Santa Clara County has supported its efforts to assess airlines like all other business personal property, in a fair and equitable manner. Unfortunately, the airline industry's objective is to reduce their property taxes even more than the current temporarily-reduced values per the 2005 agreement.

Our CAA lobbyist has informed us that the airline industry is seeking a special legislation to effectively allow Trial de Novo for their industry. In 2001 and 2013 the County successfully stopped legislation known as Trial de Novo, which would have enabled taxpayers to appeal the valuation decisions of the AAB, de novo, to Superior Court to be heard by judges with no valuation experience. Judges are typically ill-equipped to hear these disputes and by training are oriented toward finding a compromise that may have no relationship to the constitutional mandate to enroll market values. Currently, only legal disputes arising from AAB decisions can be heard in Superior Court.

## Legislation: Timely Notification of Below-Market-Rate (BMR) Homes

Assessors are required to consider the effect of enforceable restrictions on a property's value. In the case of low-income housing properties (also known as below-market-rate, or BMR, properties), government agencies execute contracts that restrict the use of the land to owner-occupied housing that must be sold or re-sold at affordable housing costs.

During the past several years, it has been increasingly difficult for assessors to properly assess these below-market-rate properties because property owners do not always disclose the existence of a BMR contract on the Preliminary Change of Ownership Report (PCOR) at the time of transfer. The County Assessor has proposed, and the CAA has adopted as a priority for passage, legislation to require governmental agencies to notify assessors by recording the contracts and providing copies to assessors. Since many cities contract this service to nonprofit agencies, this added requirement should not pose a significant imposition. Moreover, it will help the cities achieve their objective of assisting low-income families with affordable housing.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Information Systems Ongoing Training Needs	↑	Provide increased training resources for Assessor's Office IT staff.	—	\$89,750	
Augment Technical Appeals Assistance	↑	Provide technical support for commercial and business property appeals.	—		\$350,000
Create Training Officer in Assessor's Office	↑	Create a training officer position to manage and coordinate staff training and certification processes.	1.0	\$145,000	(\$24,166)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Information Systems Ongoing Training Needs

**Recommended Action:** Augment Assessor's Office educational expense to provide various Information Technology (IT) related training to Department staff.

Additional IT related training is required to maintain staff capacity and system functionality within the Assessor's Office Information Technology Division to provide business-specific IT support for systems and



Assessor Department staff relating to the production and maintenance of mandated information for the State, County, and other public entities.

This augmentation will provide or augment training in the following areas:

- CISCO certification training for CISCO core switches, routers, and various security equipment.
- EMC Disk Storage systems training including new versions of virtual Disk subsystem, data-domain back-up solution, and LUN allocation strategies.
- VMWARE virtual management solution training including V-motion, virtual server construction, virtual network definition, and other subsystem training.
- Server application installation training relating to Microsoft SQL, Microsoft IIS, Microsoft SSAS/SSRS, Microsoft Project, and many others.
- Visual Studio training classes including data access for visual studio, web applications for visual studio, and others.
- SQL code development training relating to implementing data warehouse, implementing data modules, administration of SQL, SQL query, and others.

**Ongoing Cost: \$89,750**

### ↑ Augment Technical Appeals Assistance

**Recommended Action:** Augment Professional and Specialized Services allocation within the Assessor's Office to provide technical support for commercial and business property appeals.

**Background/Service Impact:** While there are fewer commercial and business property appeals compared to the 2010 peak, the value in dispute (also known as value at risk for commercial and business property appeals) has jumped dramatically to over \$52 billion. Funding will assist in the retention of specialized subject matter experts to assist the Assessor's Office in the review, preparation, and provide technical assistance during the appeals process.

**One-time Cost: 350,000**

### ↑ Create Training Officer in Assessor's Office

**Recommended Action:** Add \$145,000 in Salaries without Benefits for the creation of an Training Officer classification within the Assessor's Office to provide training support and coordination for the Department. The classification to be identified following the completion of discussions with the Department and ESA as to the appropriate level.

**Background/Service Impact:** This position will be responsible for the management of the Assessor's Office training program, including the assessment of Department staff training, development of training programs, coordination of curriculum and training schedules, and assessment of existing standardized and specialized programs. These trainings are regularly required to maintain required certifications, meet regulatory requirements or maintain the service quality of Department staff. Currently, these duties are shared by several staff members and managers, which diverts their time from assessment and roll production responsibilities.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$145,000**

**One-time Savings: \$24,166**

Salary Savings reflects time for recruitment

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1150	Assessor-Admin Fund 0001	\$ 2,413,325	\$ 2,506,024	\$ 2,999,436	\$ 3,045,431	\$ 539,407	21.5%
1151	Assessor-Standards Fund 0001	760,270	855,219	870,340	870,340	15,121	1.8%
1152	Assessor-Exemptions Fund 0001	712,679	872,379	978,855	978,855	106,476	12.2%
1153	Assessor-Services Fund 0001	4,489,111	4,968,110	4,913,922	5,034,756	66,646	1.3%
1154	Real Property Fund 0001	12,338,102	13,571,948	13,867,462	13,867,462	295,514	2.2%
1155	Personal Property Fund 0001	8,748,264	9,209,071	9,468,140	9,818,140	609,068	6.6%
1156	Assessor-Systems Fund 0001	3,308,062	3,631,690	3,893,024	3,982,774	351,084	9.7%
1157	State/Co Prop Tax Admin Prg Fund 0001	898,687	2,442,056	4,134,432	4,134,432	1,692,376	69.3%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	454,925	575,000	574,516	574,516	(484)	-0.1%
1172	SCAPP General - Fund 0001	239,256	1,570,000	1,502,138	1,502,138	(67,862)	-4.3%
<b>Total Net Expenditures</b>		<b>\$ 34,362,681</b>	<b>\$ 40,201,498</b>	<b>\$ 43,202,265</b>	<b>\$ 43,808,844</b>	<b>\$ 3,607,346</b>	<b>9.0%</b>

### Assessor— Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1150	Assessor-Admin Fund 0001	\$ 2,413,325	\$ 2,506,024	\$ 2,999,436	\$ 3,045,431	\$ 539,407	21.5%
1151	Assessor-Standards Fund 0001	760,270	855,219	870,340	870,340	15,121	1.8%
1152	Assessor-Exemptions Fund 0001	712,679	872,379	978,855	978,855	106,476	12.2%
1153	Assessor-Services Fund 0001	4,489,111	4,968,110	4,913,922	5,034,756	66,646	1.3%
1154	Real Property Fund 0001	12,338,102	13,571,948	13,867,462	13,867,462	295,514	2.2%
1155	Personal Property Fund 0001	8,748,264	9,209,071	9,468,140	9,818,140	609,068	6.6%
1156	Assessor-Systems Fund 0001	3,308,062	3,631,690	3,893,024	3,982,774	351,084	9.7%
1157	State/Co Prop Tax Admin Prg Fund 0001	898,687	2,442,056	4,134,432	4,134,432	1,692,376	69.3%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	454,925	575,000	574,516	574,516	(484)	-0.1%
1172	SCAPP General - Fund 0001	239,256	1,570,000	1,502,138	1,502,138	(67,862)	-4.3%
<b>Total Gross Expenditures</b>		<b>\$ 34,362,681</b>	<b>\$ 40,201,498</b>	<b>\$ 43,202,265</b>	<b>\$ 43,808,844</b>	<b>\$ 3,607,346</b>	<b>9.0%</b>



### Assessor— Budget Unit 115 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 31,084,924	\$ 35,539,079	\$ 38,440,918	\$ 38,561,752	\$ 3,022,673	8.5%
Services And Supplies	3,277,758	4,662,419	4,761,347	5,247,092	584,673	12.5%
<b>Total Net Expenditures</b>	<b>\$ 34,362,681</b>	<b>\$ 40,201,498</b>	<b>\$ 43,202,265</b>	<b>\$ 43,808,844</b>	<b>\$ 3,607,346</b>	<b>9.0%</b>

### Assessor— Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1150	Assessor-Admin Fund 0001	\$ 80,916	\$ 3,250	\$ 3,250	\$ 3,250	—	—
1152	Assessor-Exemptions Fund 0001	—	50	50	50	—	—
1153	Assessor-Services Fund 0001	162,074	354,500	354,500	354,500	—	—
1154	Real Property Fund 0001	6,208	4,200	4,200	4,200	—	—
1155	Personal Property Fund 0001	680	3,600	3,600	3,600	—	—
1157	State/Co Prop Tax Admin Prg Fund 0001	898,687	2,577,140	4,202,190	4,202,190	1,625,050	63.1%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	454,925	575,000	575,000	575,000	—	—
1172	SCAPP General - Fund 0001	—	785,000	785,000	785,000	—	—
	<b>Total Revenues</b>	<b>\$ 1,603,491</b>	<b>\$ 4,302,740</b>	<b>\$ 5,927,790</b>	<b>\$ 5,927,790</b>	<b>\$ 1,625,050</b>	<b>37.8%</b>

### Assessor— Budget Unit 115 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 81,573	\$ 7,450	\$ 7,450	\$ 7,450	—	—
Other Financing Sources	163,556	3,717,290	5,342,340	5,342,340	1,625,050	43.7%
Licenses, Permits, Franchises	4,750	3,000	3,000	3,000	—	—
Revenue From Other Government Agencies	1,353,612	575,000	575,000	575,000	—	—
<b>Total Revenues</b>	<b>\$ 1,603,491</b>	<b>\$ 4,302,740</b>	<b>\$ 5,927,790</b>	<b>\$ 5,927,790</b>	<b>\$ 1,625,050</b>	<b>37.8%</b>





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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	10.0	\$ 2,506,024	\$ 3,250
Board Approved Adjustments During FY 2016	—	28,658	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	87,265	—
IntraCounty Adjustments	—	379,309	—
Other Adjustments	—	(1,820)	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 2,999,436</b>	<b>\$ 3,250</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 45,995	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 45,995</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 3,045,431</b>	<b>\$ 3,250</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ 855,219	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,487	—
IntraCounty Adjustments	—	(10,710)	—
Other Adjustments	—	(656)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 870,340</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 870,340</b>	<b>\$ —</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ 872,379	\$ 50
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	119,518	—
IntraCounty Adjustments	—	(9,296)	—
Other Adjustments	—	(3,746)	—
<b>Subtotal (Current Level Budget)</b>	<b>8.0</b>	<b>\$ 978,855</b>	<b>\$ 50</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 978,855</b>	<b>\$ 50</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	48.0	\$ 4,968,110	\$ 354,500
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	28,620	—
IntraCounty Adjustments	—	(79,219)	—
Other Adjustments	—	(3,589)	—
<b>Subtotal (Current Level Budget)</b>	<b>47.0</b>	<b>\$ 4,913,922</b>	<b>\$ 354,500</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Create Training Officer in Assessor's Office	—	120,834	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 120,834</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>47.0</b>	<b>\$ 5,034,756</b>	<b>\$ 354,500</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	101.0	\$ 13,571,948	\$ 4,200
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	513,631	—
IntraCounty Adjustments	—	(197,435)	—
Other Adjustments	—	(20,682)	—
<b>Subtotal (Current Level Budget)</b>	<b>101.0</b>	<b>\$ 13,867,462</b>	<b>\$ 4,200</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>101.0</b>	<b>\$ 13,867,462</b>	<b>\$ 4,200</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	66.0	\$ 9,209,071	\$ 3,600
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	408,591	—
IntraCounty Adjustments	—	(140,228)	—
Other Adjustments	—	(9,295)	—
<b>Subtotal (Current Level Budget)</b>	<b>66.0</b>	<b>\$ 9,468,140</b>	<b>\$ 3,600</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Technical Appeals Assistance	—	350,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 350,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>66.0</b>	<b>\$ 9,818,140</b>	<b>\$ 3,600</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	17.0	\$ 3,631,690	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	86,066	—
IntraCounty Adjustments	—	(23,862)	—
Other Adjustments	—	199,130	—
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 3,893,024</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Information Systems Ongoing Training Needs	—	89,750	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 89,750</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 3,982,774</b>	<b>\$ —</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	8.0	\$ 2,442,056	\$ 2,577,140
Board Approved Adjustments During FY 2016	9.0	1,620,897	1,625,050
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	98,021	—
IntraCounty Adjustments	—	(9,099)	—
Other Adjustments	—	(17,443)	—
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 4,134,432</b>	<b>\$ 4,202,190</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 4,134,432</b>	<b>\$ 4,202,190</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 575,000	\$ 575,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(484)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 574,516</b>	<b>\$ 575,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 574,516</b>	<b>\$ 575,000</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,570,000	\$ 785,000
Board Approved Adjustments During FY 2016	—	4,153	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(37,177)	—
IntraCounty Adjustments	—	0	—
Other Adjustments	—	(34,838)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,502,138</b>	<b>\$ 785,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,502,138</b>	<b>\$ 785,000</b>



## 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.

#### Gross Appropriation Trend 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 16-17 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 2008.

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

### County Executive's Recommendation

Maintain Current Level Budget for FY 16-17.



**Measure B— Budget Unit 117**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1701	Measure B Admin Fund 0011	246,329	59,520	31,000	31,000	(28,520)	-47.9%
1703	Measure B Hway Proj Fund 0011	(65,146)	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	65,146	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	154,898	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	25,421	—	—	—	—	—
<b>Total Net Expenditures \$</b>		<b>426,648 \$</b>	<b>59,520 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>(28,520)</b>	<b>-47.9%</b>

**Measure B— Budget Unit 117**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1701	Measure B Admin Fund 0011	246,329	59,520	31,000	31,000	(28,520)	-47.9%
1703	Measure B Hway Proj Fund 0011	(65,146)	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	65,146	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	154,898	—	—	—	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	25,421	—	—	—	—	—
<b>Total Gross Expenditures \$</b>		<b>426,648 \$</b>	<b>59,520 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>(28,520)</b>	<b>-47.9%</b>

**Measure B— Budget Unit 117**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 246,329	\$ 59,520	\$ 31,000	\$ 31,000	(28,520)	-47.9%
Operating/Equity Transfers	180,319	—	—	—	—	—
<b>Total Net Expenditures \$</b>	<b>426,648 \$</b>	<b>59,520 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>(28,520)</b>	<b>-47.9%</b>



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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1117	Measure B Default Index Fund 0011	\$ 387,056	\$ 4,566	\$ 3,000	\$ 3,000	(1,566)	-34.3%
<b>Total Revenues</b>		<b>\$ 387,056</b>	<b>\$ 4,566</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>(1,566)</b>	<b>-34.3%</b>

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

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Taxes - Other Than Current Property	\$ 382,381	\$ —	\$ —	\$ —	—	—
Revenue From Use Of Money/Property	4,674	4,566	3,000	3,000	(1,566)	-34.3%
<b>Total Revenues</b>	<b>\$ 387,056</b>	<b>\$ 4,566</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>(1,566)</b>	<b>-34.3%</b>

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

	Positions	Appropriations	Revenues
<b>0011-Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget		— \$	4,566
Board Approved Adjustments During FY 2016		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	(1,566)
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>3,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments		— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>		<b>— \$</b>	<b>3,000</b>



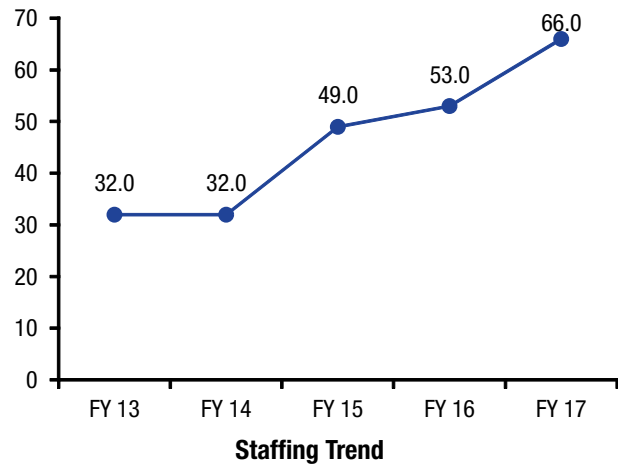
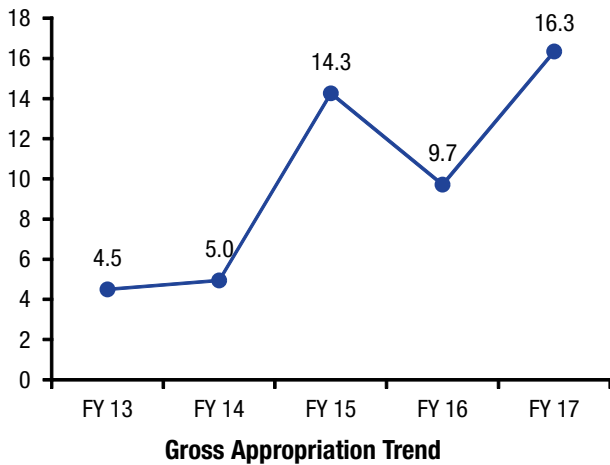
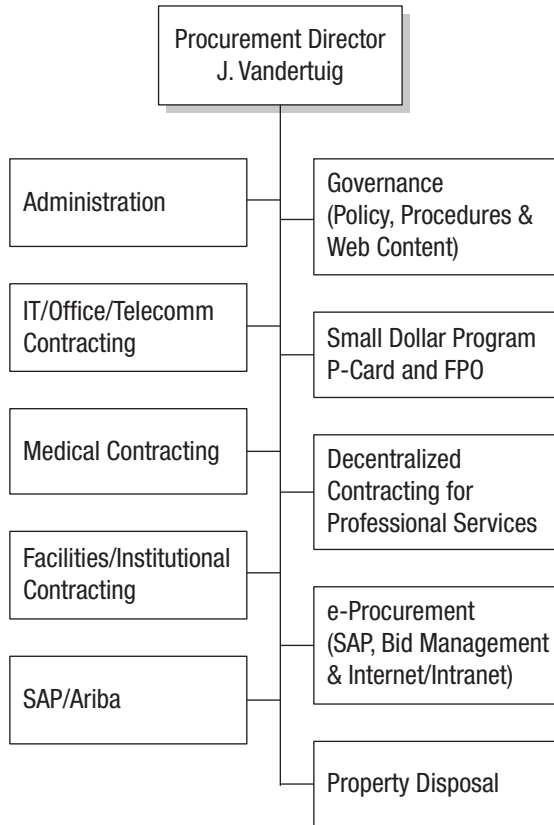


**Measure B Admin Fund 0011 — Cost Center 1701  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0011-Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 59,520	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(28,520)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 31,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 31,000</b>	<b>\$ —</b>



# Procurement Department



## Public Purpose

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



## Description of Major Services

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

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

The value of the contracts established and managed by the Procurement Department for County agencies and departments via purchase orders and agreements is approximately \$1.5 billion.

### Procurement Services

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

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

### Cost Saving Measures

The Procurement Department aggressively pursues cost savings measures through its continued work with County agencies and departments to forecast their major acquisitions, conduct complex solicitations and effectively negotiate millions of dollars in savings while lowering the risk to the County with better terms. The contracting teams have achieved millions of dollars in savings and cost avoidance related to technology, facilities and medical patient care-related goods and related services. In calendar year 2014, the department achieved over \$12 million in cost savings.

## Current and Emerging Issues

The County currently has a hybrid model structure with both centralized and decentralized procurement and contracting. The centralized procurement processes are conducted and managed by the Procurement Department. The decentralized procurement processes are conducted by the individual County Departments, with policy oversight by the Office of Countywide Contracting Management (OCCM) in the Office of the County Executive. In addition, depending on the type of contract, dollar value and the term of the contract, contracts are executed by (1) the Board of Supervisors; (2) the Director of Procurement, who acts as the Purchasing Agent for the County; or (3) if there is a delegation, a Department Head. The County's book of business for contracting is extremely diverse. As an example, the County's current active expenditure contracts, which often span multiple years, total over 2,000 contracts and \$2.3 billion.

The centralized process involves the procurement of goods and related services, and non-professional services for all County departments. The decentralized process involves the procurement of professional services and public works, as well as revenue agreements, intergovernmental agreements, and other contracts. The Board approved the creation of OCCM,

which is a unit within the Office of the County Executive devoted to Countywide Contracting. The interim purpose of OCCM is to focus on analytical work and scoping activities related to bringing forward a more comprehensive proposal for contracting compliance, governance, and implementation activities, including those related to Board policies and initiatives such as the Living Wage Policy and Wage Theft Prevention Policy.

The County is also currently implementing Ariba, a cloud-based procure-to-pay software solution Countywide, including purchasing, contracting, and accounts payable functions. The core modules have already been technically implemented and the Procurement Department is in the process of rolling out to the departments in a phased approach. As part of the Ariba implementation, a top-to-bottom review of the County's practices and workflows related to contracting is required to ensure that the County incorporate best practices into the Ariba workflows. The Ariba procure-to-pay system will ultimately affect all County departments, and it will require changes in the daily practices for staff who engage in the soliciting and contracting functions.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Resources to Develop and Maintain Department's Internet and Intranet	↑	Increase resources to develop and maintain Department's internet and intranet	2.0	357,364	(59,561)
Establish Resources for Subscription and Training	↑	Provide support to the Ariba Procure-to-Pay system	—	250,000	—
Add Resources to Centralized Contracting Division	↑	Increase resources to support the Centralized Contracting Division	0.0	1,569,024	238,496
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

### ↑ Add Resources to Develop and Maintain Department's Internet and Intranet

**Recommended Action:** Add 1.0 FTE Procurement Manager II position and 1.0 FTE Information Systems

Manager I/II position to develop and maintain the internet and intranet for the Procurement Department.



**Service Impact:** The addition of 1.0 FTE Procurement Manager II position and 1.0 FTE Information Systems Manager I/II position to the Procurement Department will provide additional support for conducting business online more effectively and successfully.

**Background:** In June 2014, the Board of Supervisors approved the Ariba Project, which is a cloud-based procure-to-pay (P2P) software solution, including purchasing, contracting and accounts payable functions. The project commenced in September 2014 and the Procurement Department have successfully implemented several modules and are in the process of implementing the remaining modules for a fully integrated system.

The Procurement Department is beginning to rollout the system to County agencies and departments, and to suppliers interested in doing business with the County. As the Procurement Department transforms the operation to conduct business online more effectively and successfully, the Procurement Department's internet and intranet portals need to be revamped to align with the transformation.

Through the benchmarking of the County with other public entities such as Commonwealth of Virginia and State of Georgia, the County learned that a strong web presence is helpful. The additional resources will be required to enhance and support the services as the Procurement Department expands the procurement functions to effectively address and manage change and knowledge development.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$357,364**  
**One-time Savings: \$59,561**

Salary savings reflecting time for recruitment

### ↑ Establish Resources for Subscription and Training

**Recommended Action:** Allocate ongoing funding of \$250,000 to support the business intelligence subscriptions and to support the rollout of Ariba Procure-to-Pay system to County and suppliers.

**Service Impact:** The allocation of \$150,000 will provide support to the business intelligence subscriptions for research tools that will allow the Procurement Department to make better sourcing decisions.

The Procurement Department Centralized Contracting Division (Division) procures goods and related services for all County agencies and departments. The Division is accountable for leading commodity management, sourcing and contracting for a large volume of various commodities. To develop sourcing strategies and select sourcing methods in alignment with applicable market sectors and commodities, the contracting staff need to develop and maintain knowledge of multiple commodities and supply market places. While the contracting staff has access to online information found on the internet, such information may not be adequate, current, validated, or reliable. This may not only lead to delay in processing solicitations, but also can be damaging during negotiations.

Beginning FY 16-17, the contracting staff has been using third-party business intelligence tools to obtain much-needed commodity knowledge and market information. There is not a single research firm that could offer the full scale of market intelligence for the wide variety of commodities the Division handles. Meanwhile, there are many reputable research firms specialized in patient-care related commodities, technology products, and facilities/institutional products respectively. Together the reports, data and analyses provided by various independent research firms have offered the contracting staff thoroughly researched, accurate and current business information.

Additional allocation of \$100,000 will support the rollout of Ariba Procure-to-Pay system to County and suppliers.

With the implementation of the core Ariba P2P system, the Procurement Department has commenced the rollout of the of the P2P module which affects the entire County. The Procurement Department is simultaneously in negotiations with Ariba to provide a remediation plan for the delay of implementing the project including the level of effort required by the County to enable suppliers and the cataloging process.

The County has approximately 4,000 suppliers who have had transactions with the County over the last 12 month period. Additionally, the Procurement Department has approximately 1,500 department users that handle requisitioning, ordering, receiving and

accounts payable functions for goods and services. The additional resources will support phase 1 of the rollout for the Procurement Department.

**Ongoing Cost: \$250,000**

### ↑ Add Resources to Centralized Contracting Division

**Recommended Action:** Allocate \$1,569,024 to fund the addition of eight new positions in FY 16-17 and one-time allocation of \$500,000 in professional and specialized services to support the Centralized Contracting Division. The specific job classifications for the new positions are to be determined by the Employee Services Agency Human Resources Department (ESA-HR).

**Service Impact:** The addition of 8.0 FTE positions and allocation of \$500,000 in professional and specialized services will support the backlog of IT projects in the Centralized Contracting Division that the Procurement Department has been soliciting and contracting.

**Background:** Various County agencies have requested Procurement to help conduct a number of large-scale and complex IT acquisitions, many of which are time-sensitive and schedule slippages might expose the County to significant business risks.

Procurement Department has partnered with ISD to tackle the top priorities among the backlogged projects. The Procurement Department management oversees, reviews and approves the related project deliverables and provides training and assistance in key areas of the soliciting and contracting activities. The volume of these high level IT contracting projects requires significant augmentation of staffing in the Procurement Department. Many of these IT projects were funded to help the County improve operational efficiency and streamline business processes.

**Ongoing Cost: \$1,569,024**

**One-time Net Cost: \$238,496**

Salary Savings reflecting time for recruitment: \$261,504

Professional and Specialized Services: \$500,000

### Procurement— Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2300	Procurement Dept Fund 0001	\$ 8,618,830	\$ 9,096,463	\$ 13,319,821	\$ 15,691,779	\$ 6,595,316	72.5%
	<b>Total Net Expenditures</b>	<b>\$ 8,618,830</b>	<b>\$ 9,096,463</b>	<b>\$ 13,319,821</b>	<b>\$ 15,691,779</b>	<b>\$ 6,595,316</b>	<b>72.5%</b>

### Procurement— Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2300	Procurement Dept Fund 0001	\$ 9,221,451	\$ 9,717,463	\$ 13,965,321	\$ 16,337,279	\$ 6,619,816	68.1%
	<b>Total Gross Expenditures</b>	<b>\$ 9,221,451</b>	<b>\$ 9,717,463</b>	<b>\$ 13,965,321</b>	<b>\$ 16,337,279</b>	<b>\$ 6,619,816</b>	<b>68.1%</b>



### Procurement— Budget Unit 118 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 5,672,858	\$ 7,557,471	\$ 9,458,537	\$ 11,063,860	\$ 3,506,389	46.4%
Services And Supplies	3,548,593	2,159,992	4,506,784	5,273,419	3,113,427	144.1%
<b>Total Gross Expenditures</b>	<b>\$ 9,221,451</b>	<b>\$ 9,717,463</b>	<b>\$ 13,965,321</b>	<b>\$ 16,337,279</b>	<b>\$ 6,619,816</b>	<b>68.1%</b>
Expenditure Transfers	(602,621)	(621,000)	(645,500)	(645,500)	(24,500)	3.9%
<b>Total Net Expenditures</b>	<b>\$ 8,618,830</b>	<b>\$ 9,096,463</b>	<b>\$ 13,319,821</b>	<b>\$ 15,691,779</b>	<b>\$ 6,595,316</b>	<b>72.5%</b>

### Procurement— Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2300	Procurement Dept Fund 0001	\$ 443,460	\$ 351,000	\$ 489,000	\$ 489,000	\$ 138,000	39.3%
	<b>Total Revenues</b>	<b>\$ 443,460</b>	<b>\$ 351,000</b>	<b>\$ 489,000</b>	<b>\$ 489,000</b>	<b>\$ 138,000</b>	<b>39.3%</b>

### Procurement— Budget Unit 118 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 340,216	\$ 280,000	\$ 380,000	\$ 380,000	\$ 100,000	35.7%
Other Financing Sources	103,244	71,000	109,000	109,000	38,000	53.5%
<b>Total Revenues</b>	<b>\$ 443,460</b>	<b>\$ 351,000</b>	<b>\$ 489,000</b>	<b>\$ 489,000</b>	<b>\$ 138,000</b>	<b>39.3%</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	53.0	\$ 9,096,463	\$ 351,000
Board Approved Adjustments During FY 2016	11.0	1,472,608	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	360,052	—
IntraCounty Adjustments	—	592,036	—
Other Adjustments	—	1,798,662	138,000
<b>Subtotal (Current Level Budget)</b>	<b>64.0</b>	<b>\$ 13,319,821</b>	<b>\$ 489,000</b>

#### Recommended Changes for FY 2017



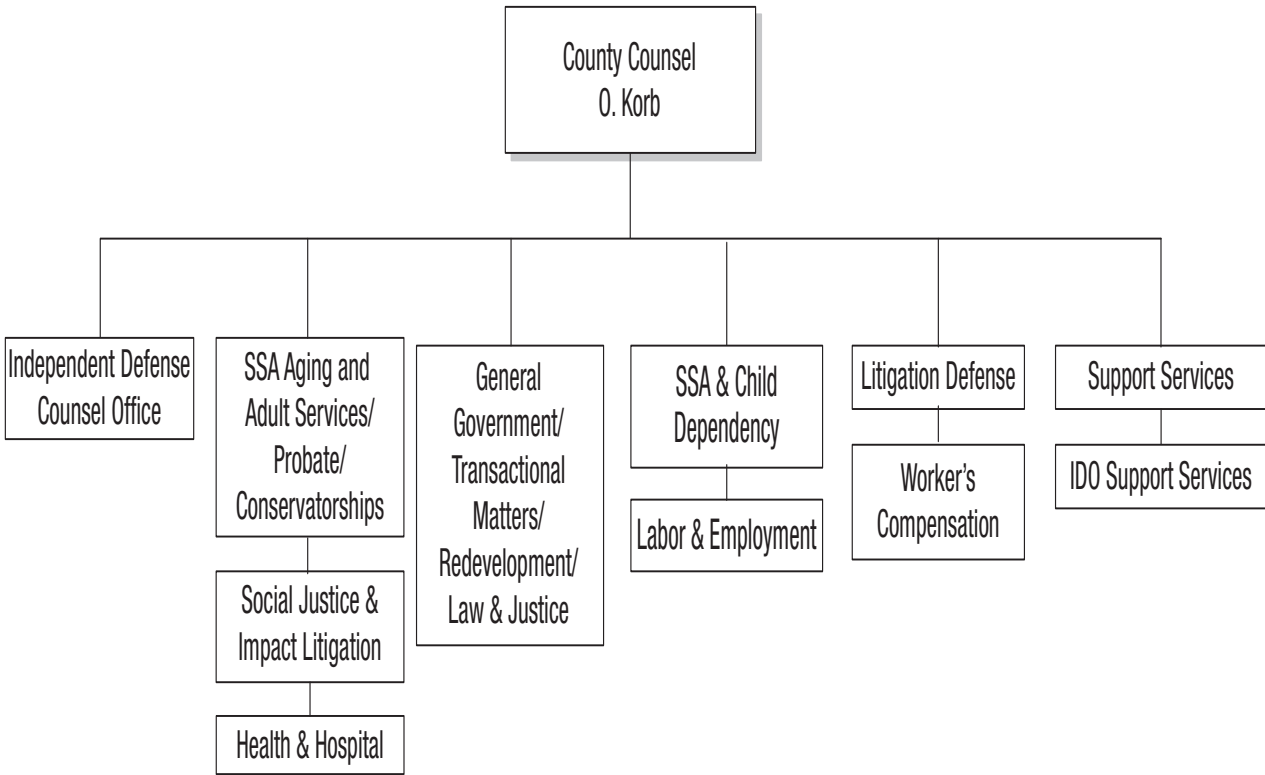
**Procurement Dept Fund 0001 — Cost Center 2300**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 16,635	\$ —
<b>Decision Packages</b>			
Add Resources to Develop and Maintain Department's Internet	2.0	297,803	—
Establish Resources for Subscription and Training	—	250,000	—
Add Resources to Centralized Contracting Division	—	1,807,520	—
<b>Information Technology</b>			
<b>Capital</b>			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 2,371,958</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>66.0</b>	<b>\$ 15,691,779</b>	<b>\$ 489,000</b>

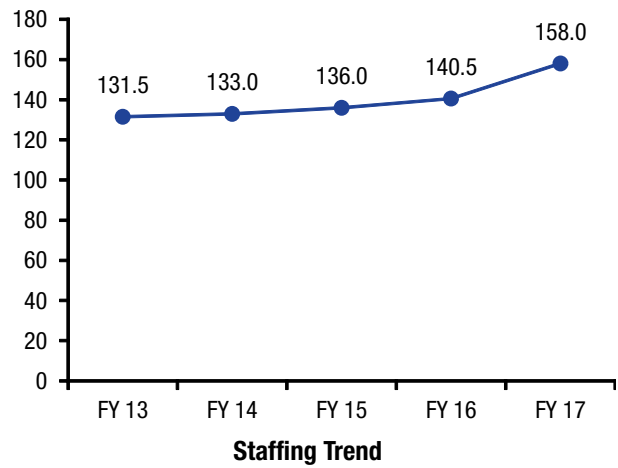
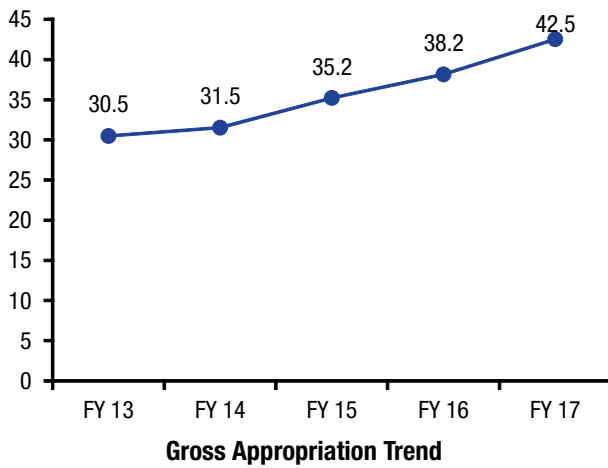




# Office of the County Counsel



Section 1: Finance and Government



## Public Purpose

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



## Description of Major Services

The Office of the County Counsel is legal counsel 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 partners with the Office of the County Executive and with County departments to find creative legal solutions to implement Board policies to aid the County in fulfilling its mission. The Office of the County Counsel operates in the following practice areas and sections:

### Health and Hospital Services

Health and Hospital Services team provides legal services to the Health and Hospital System, including Valley Medical Center (VMC), Behavioral Health Services, Custody Health Services, and Public Health departments, and Valley Health Plan.

### Social Services Agency

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

### Child Dependency

Child Dependency section represents 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 services to the Insurance/Risk Management Department, and defends tort, employment and civil rights actions against the County.

### Code Enforcement

The Code Enforcement section collaborates with the Department of Planning and Development and other County agencies and departments in developing and implementing an effective Code Enforcement program. County Counsel's efforts focus on implementing various legal remedies including: obtaining inspection warrants, filing temporary restraining orders and preliminary injunction motions, and pursuing lawsuits against property owners who fail to adhere to various regulations.

### General Government

The General Government unit provides legal services to a variety of County agencies and departments, including: the Board of Supervisors, the Office of the County Executive, Registrar of Voters, County Procurement, Clerk of the Board, Parks and Recreation, Facilities and Fleet, Roads and Airports, and Planning and Development departments. 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 the former city redevelopment agencies in the county.

## Labor and Employment

The Labor and Employment team provides legal services to: Human Resources, Employee Benefits, the Office of Labor Relations, and the Equal Opportunity Department, as well as to all other County departments regarding personnel and labor relations matters.

## 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 section provides legal services to the Public Administrator/Guardian on probate and mental health conservatorships and decedents' estates.

## Workers' Compensation

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

## Special Projects

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

## Impact Litigation & Social Justice

The Impact Litigation & Social Justice section is one of the innovative ways County Counsel advances the interests of the Board of Supervisors and promotes social justice for the County's citizens. 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. Currently, the Office is pursuing several actions against pharmaceutical companies and paint manufacturers to recover damages and to improve the health of County residents. Post-trial proceedings are ongoing, so the ultimate financial impact of the case has not yet been determined. Although the revenues collected are not received on a regular basis, successful litigation brought by the Section has resulted in substantial revenue and savings for the County.

## Independent Defense Counsel

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 criminal contempt proceedings for failure to pay child support. Finally, the IDO provides legal representation to minors in juvenile delinquency matters. Prior to IDO's formation, these services were provided by a contractor, Legal Aid Society.

## Current and Emerging Issues

### Code Enforcement

Currently, the County faces a backlog of approximately 2,000 code enforcement cases, in addition to the estimated 800 new cases added each year. As a result, a unified approach in the development of more effective procedures by the Department of Planning and Development (DPD), County Executive, and other County departments and agencies have been proposed and adopted in the pursuit code violators.

### Jail Related Issues

As a result of recent events within the Department of Correction, the Office the County Counsel is experiencing an overall increase in workload, specifically in the following areas: Litigation, Labor and Employment, Health and Hospital, Law and Justice, General Government. As related legal issues arise, staffing and resources will continue to be imperative to ensure adequate representation of the County, and various its various Departments. Of equal importance will be the continued service of advising the Board of

Supervisors regarding liability issues and resulting implementation of systemic changes that are determined.

### **Health and Hospital System**

The implementation of the Affordable Care Act (ACA) in January 2014, the numerous issues related to the Health and Hospital system, recent issues involving Custody Health, the provision of mental health services to incarcerated individuals, and other Behavioral Health matters have resulted in additional challenges for the Department to effectively serve these clients. The potential impact to the County, and its safety net for its neediest and most vulnerable residents, resulting from the sale of O'Connor and Saint Louise Hospitals is another key issue that has involved and will continue to involve significant staff resources. Other ongoing issues include: operation of the Healthlink system, Medicaid expansion under ACA, and issues surrounding the County's 340B drug program. During the FY 15-16 Mid-Year Budget an additional 2.5 FTE staff positions were added to facilitate the increased workload demands of this Unit.

### **California Public Records Act and Electronic Discovery Requests**

The County continues to experience a significant volume of complex and extensive records requests, under the California Public Records Act (CPRA), California Government Code sections 6250 - 6270, related to this is litigation discovery, particularly requests for electronic records such as emails and other documents. Most discovery requests involve assembling and reviewing hundreds if not thousands of documents, which is extremely time consuming and labor intensive. The CPRA requires copies of most County records to be provided to the requestor as soon as practicable. In addition, the law requires public agencies to assist members of the public to "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 allocated to compile and review records and redact information that is not disclosable under a variety of CPRA exceptions.

### **Office Technology**

The Office of the County Counsel is a very technology-dependent environment, with attorneys, paralegals, and support staff using computers for legal research, preparation and electronic filing of court documents, client and collaboration, case management, billing, as well as other aspects of the Office's operations. The increasing number of complex CPRA and Electronic Discovery requests, which are very labor-intensive and time-critical, has made the acquisition of additional technology, software, and services to leverage staff resources for the efficient processing and analysis of data and documents a top priority. Over the past two years, there has been major improvements to the information technology infrastructure and systems. These include installation of new computers, migration to the County's active directory and cloud-based Microsoft Outlook, and deployment of an upgrade to the ProLaw case management and billing software.

### **Public Guardian**

Key issues include the administration of mental health conservatorships under the Lanterman-Petris-Short Act (LPS), decedents' estates, and other estate matters. The Office's Public Guardian/Administrator workload has increased recently, due to media and Grand Jury reports, homelessness, elder abuse issues, and the increased number of accountings related to decedent estates and conservatorships that must be filed with the court. County Counsel staff is working with the client department to address these concerns and to improve services to affected individuals and families.

### **Child Dependency**

The past two years has seen a significant increase in the number of hearings, trials, and appeals in the juvenile dependency courts, resulting in a major impact on the Child Dependency Unit's ability to provide legal support to the Social Services Agency and Department of Family and Children's Services. In response to this, additional staff was provided in FY 15-16, which increased the Child Dependency Unit's ability to adequately represent the client.

### **Labor and Employment**

Over the past few years there has been an increase in the number and complexity of labor negotiations, grievances, and arbitrations; Public Employment Relations Board (PERB) and other administrative hearings; Personnel Board hearings; discrimination

complaints; labor related lawsuits, writs, and appeals; and advice and training provided to County departments and employees.

### **California Redevelopment Agency (RDA) Dissolution**

The Office of the County Counsel provides legal advice and support to the Finance Agency, Controller-Treasurer in carrying out legal responsibilities associated with the dissolution of each of the nine Redevelopment Agencies in Santa Clara County. Additionally, the Office provides legal counsel and representation on several related cases currently in litigation, including appellate matters. It is anticipated 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. As the dissolution process continues and evolves to include property management and disposition issues, the County's legal obligations and financial interests related to the dissolution of redevelopment agencies remains.

### **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.

Administration of the Whistleblower Program requires allocation of a substantial amount of departmental resources to receive, process, and respond to the complaints in a timely manner.

### **Impact Litigation and Social Justice**

The Office of the County Counsel has been leading the appellate team defending the \$1.15 billion judgment awarded by the trial court in December 2013 against three lead paint manufacturers. Substantial staff time and resources have been devoted to the appellate process. In FY 15-16, the Office worked closely with Administration and various County Departments to implement the Pay for Success program, dedicating considerable staff time in support of this and other initiatives as they emerge. Recent initiatives that have been on the forefront are: pay equity, wage theft, human trafficking.

### **Process Improvement**

The Social Services Agency & Child Dependency Unit has formed a team specific to Child Dependency to focus on process mapping, developing modified procedures and deploying electronic court filings and reporting. This is essential to meeting the new requirements, going into effect the summer of 2016, when the Family Court moves into its new facility. The goal is to have a paperless system for documents related to juvenile dependency matters. The process improvement team is tasked with developing a foundation and framework which the Office of the County Counsel will emulate when implementing similar electronic filing requirements in other practice areas as determined by the Superior Court.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Staff to Code Enforcement Unit	↑	Increase resources to support the Code Enforcement Unit	3.0	\$585,259	(\$67,543)
Add Staff and Resources to General Government /Transactional Matters Unit	↑	Increase resources to support the General Government/Transactional Matters Unit	3.0	\$660,259	(\$67,543)
Add Staff to Labor/Employment and Law/Justice Units	↑	Increase resources to support the Labor/Employment and Law/Justice Units	2.0	\$266,008	(\$14,334)
Add Staff in Administrative Support Services Unit	↑	Increase resources to support the Support Services Unit	3.0	\$462,041	(\$47,006)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Add Staff to Code Enforcement Unit

**Recommended Action:** Add 1.0 FTE Attorney I/II/III/IV position, 1.0 FTE Paralegal/Senior Paralegal position and 1.0 Legal Secretary I/II position, and allocate one - time funding in the amount of \$30,000 for service and supplies expenditures to manage and support the County's Code Enforcement efforts.

**Service Impact:** As part of an attempt to address the current backlog of over 2,000 unresolved code enforcement cases, in conjunction with the nearly 800 new complaints received each year by the Department of Planning and Development, there have been expanded and enhanced efforts by the Code Enforcement Division and other County departments and agencies. The addition of staff will focus on the reduction of case backlog, as well as providing timely handling of new cases, thus preserving the health and safety of our diverse neighborhoods.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$585,259**

**One-time Net Savings: \$67,543**

Salary savings reflecting time for recruitment: \$97,543

Services and supplies: \$30,000

#### ↑ Add Staff to General Government /Transactional Matters Unit

**Recommended Action:** Add 1.0 FTE Attorney I/II/III/IV position, 1.0 FTE Paralegal/Senior Paralegal position and 1.0 Legal Secretary I/II position, and allocate one - time funding in the amount of \$30,000 for service and supplies expenditures. Allocate on-going funding in the amount of \$75,000 to retain the professional services of an investigator or counsel, as needed, to handle sensitive matters.

**Service Impact:** The addition of an Attorney position and support staff to the General Government Unit will provide legal assistance to County departments seeking advice and providing transactional services overall. The staff is positioned to work on improving the maintenance and response time of the Whistleblower program, specifically in receiving, investigating and closing out of individual complaints. In conjunction with providing advisory and transactional support in processing and responding to the increasing number of complex requests for information under the California Public Records Act (CPRA).

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$660,259**

**One-time Net Savings: \$67,543**

Salary savings reflecting time for recruitment: \$97,543

Services and Supplies: \$30,000



## ↑ Add Staff to Labor/Employment and Law/Justice Units

**Recommended Action:** Add 1.0 FTE Paralegal/Senior Paralegal position and 1.0 Legal Secretary I/II position, and increase the service and supplies expenditures in the Labor and Employment, and Law and Justice Units to assist with the increase in workload.

**Service Impact:** The two positions will be shared by the Labor and Employment, and Law and Justice Units. During the FY 15 -16 Budget, an additional attorney position was added to provide the needed legal support to the Labor and Employment Unit. The inclusion of two support staff will assist to alleviate the increase of workload that the two Units' have experienced, specifically in the areas of personnel investigations, personnel board hearings, complaints, grievances, arbitrations, writs, and other matters pertaining to contract and employee discipline matters. As a result of recent events involving jail and custody issues, there is a need to prepare for the probability of an increase in personnel investigations.

**Positions Added: 2.0 FTE**

**Ongoing Cost: \$266,008**

**One - time Net Savings: \$14,334**

Salary savings reflecting time for recruitment: \$44,334  
Services and Supplies: \$30,000

## ↑ Add Staff in Administrative Support Services Unit

**Recommended Action:** Add 2.0 FTE Supervising Legal Secretary I/Legal Secretary II positions and allocate one-time funding in the amount of \$30,000 for service and supplies expenditures. Allocate \$180,569 to fund the addition of one new position in FY 16-17. 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 addition of the two Supervising Legal Secretary I/Legal Secretary II positions will reduce the span of control that currently exists within the support staff to a more manageable level. The impact will be increased capacity to train, develop, coach, and supervise paralegal and support staff. Resulting in enhanced productivity and improved service to clients. The addition of a new position, job classification to be determined by ESA - HRA, is tentatively budgeted at the

Program Manager II level. This new position will focus on Electronic Discovery (E- Discovery), enabling the Office to improve the effectiveness and reliability of recent software and hardware upgrades to better deal with the growth of the number and complexity of electronic discovery and public records requests. Improved capabilities in electronic discovery is one way to better manage the timely and efficient preparation of such materials while leveraging existing staff resources. By combining both paralegal and information technology expertise, the manager position will facilitate the Department's ability to effectively use E-Discovery technology to efficiently manage the increasing demands in the areas of CPRA, litigation and E - Discovery requests, thus enabling the better usage of paralegal staff with regards to the large volume of requests.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$462,041**

**One-time Net Savings: \$47,006**

Salary savings reflecting time or recruitment: \$77,006  
Services and Supplies: \$30,000

### County Council— Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 9,231,065	\$ 9,400,850	\$ 9,577,461	\$ 9,578,633	\$ 177,783	1.9%
1120	County Counsel Admin Fund 0001	(2,940,263)	(995,330)	(1,006,565)	788,909	1,784,239	-179.3%
1121	Julian Street Office Fund 0001	8,011,347	9,360,350	9,291,112	9,299,607	(60,742)	-0.6%
<b>Total Net Expenditures</b>		<b>\$ 14,302,149</b>	<b>\$ 17,765,870</b>	<b>\$ 17,862,008</b>	<b>\$ 19,667,149</b>	<b>\$ 1,901,279</b>	<b>10.7%</b>

### County Council— Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 9,231,065	\$ 9,400,850	\$ 9,577,461	\$ 9,578,633	\$ 177,783	1.9%
1120	County Counsel Admin Fund 0001	17,638,197	19,401,855	21,861,321	23,656,795	4,254,940	21.9%
1121	Julian Street Office Fund 0001	8,011,347	9,360,350	9,291,112	9,299,607	(60,742)	-0.6%
<b>Total Gross Expenditures</b>		<b>\$ 34,880,609</b>	<b>\$ 38,163,055</b>	<b>\$ 40,729,894</b>	<b>\$ 42,535,035</b>	<b>\$ 4,371,980</b>	<b>11.5%</b>

### County Council— Budget Unit 120 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 26,038,792	\$ 28,885,869	\$ 31,215,488	\$ 32,797,629	\$ 3,911,760	13.5%
Services And Supplies	8,841,817	9,277,186	9,514,406	9,737,406	460,220	5.0%
<b>Total Gross Expenditures</b>	<b>\$ 34,880,609</b>	<b>\$ 38,163,055</b>	<b>\$ 40,729,894</b>	<b>\$ 42,535,035</b>	<b>\$ 4,371,980</b>	<b>11.5%</b>
Expenditure Transfers	(20,578,460)	(20,397,185)	(22,867,886)	(22,867,886)	(2,470,701)	12.1%
<b>Total Net Expenditures</b>	<b>\$ 14,302,149</b>	<b>\$ 17,765,870</b>	<b>\$ 17,862,008</b>	<b>\$ 19,667,149</b>	<b>\$ 1,901,279</b>	<b>10.7%</b>





### County Counsel— Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1120	County Counsel Admin Fund 0001	\$ 3,739,575	\$ 1,056,867	\$ 1,066,040	\$ 1,066,040	\$ 9,173	0.9%
<b>Total Revenues</b>		<b>\$ 3,739,575</b>	<b>\$ 1,056,867</b>	<b>\$ 1,066,040</b>	<b>\$ 1,066,040</b>	<b>\$ 9,173</b>	<b>0.9%</b>

### County Counsel— Budget Unit 120 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Licenses, Permits, Franchises	\$ 152,429	\$ 147,997	\$ 167,874	\$ 167,874	\$ 19,877	13.4%
Fines, Forfeitures, Penalties	2,643,213	—	—	—	—	—
Charges For Services	479,779	472,610	485,401	485,401	12,791	2.7%
Other Financing Sources	464,153	436,260	412,765	412,765	(23,495)	-5.4%
<b>Total Revenues</b>	<b>\$ 3,739,575</b>	<b>\$ 1,056,867</b>	<b>\$ 1,066,040</b>	<b>\$ 1,066,040</b>	<b>\$ 9,173</b>	<b>0.9%</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0	\$ 9,400,850	\$ —
Board Approved Adjustments During FY 2016	1.0	93,829	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	81,229	—
IntraCounty Adjustments	—	2,560	—
Other Adjustments	—	(1,007)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 9,577,461</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,172	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,172</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 9,578,633</b>	<b>\$ —</b>



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

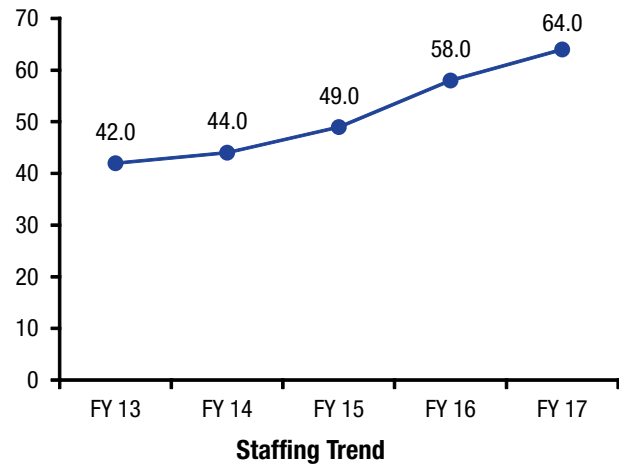
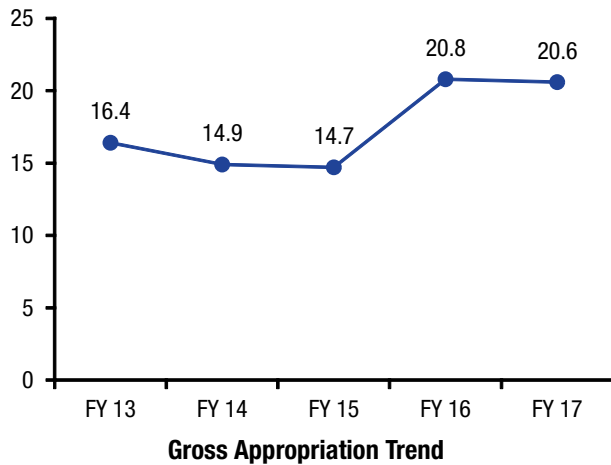
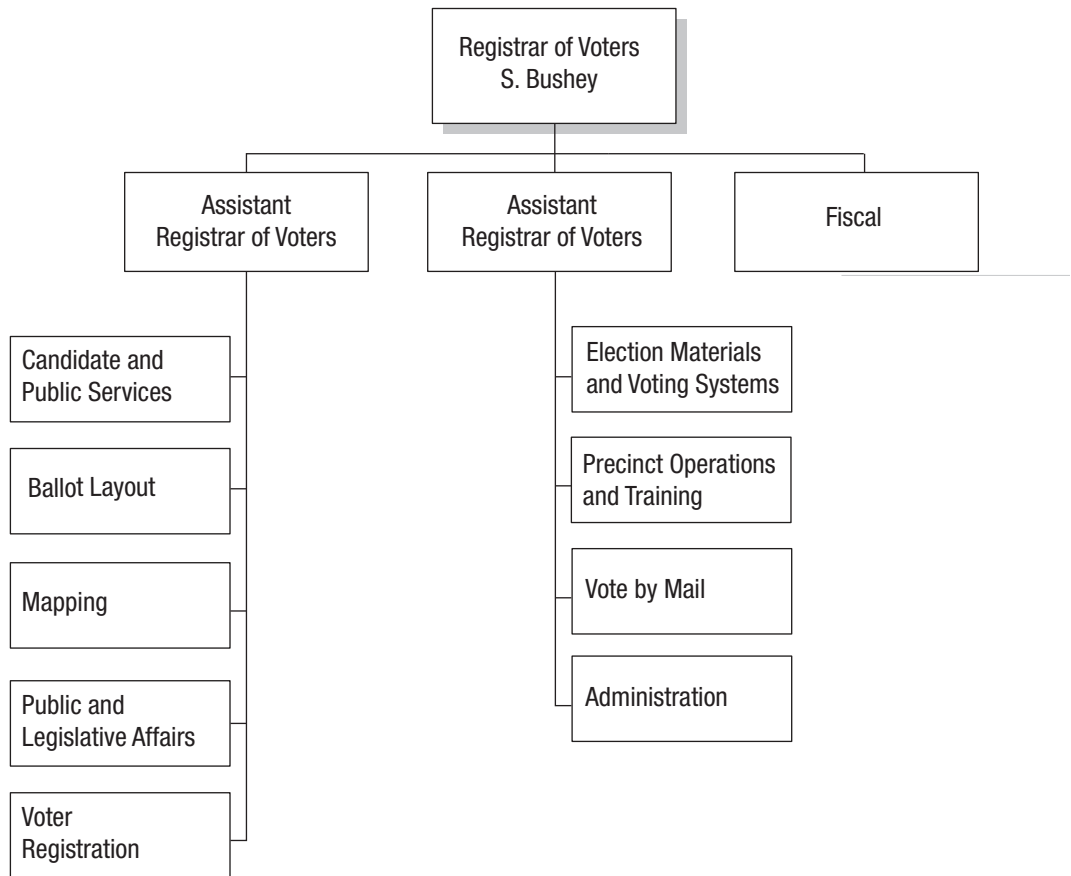
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	85.5	\$ (995,330)	\$ 1,056,867
Board Approved Adjustments During FY 2016	5.5	89,898	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,092,163	—
IntraCounty Adjustments	—	(1,266,637)	—
Other Adjustments	—	73,341	9,173
<b>Subtotal (Current Level Budget)</b>	<b>92.0</b>	<b>\$ (1,006,565)</b>	<b>\$ 1,066,040</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 18,333	\$ —
Decision Packages			
Add Staff to Code Enforcement Unit	3.0	517,716	—
Add Staff to General Government/Transactional Matter Unit	3.0	592,716	—
Add Staff to Labor/Employment and Law/Justice Units	2.0	251,674	—
Add Staff in Administrative Support Services Unit	3.0	415,035	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>11.0</b>	<b>\$ 1,795,474</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>103.0</b>	<b>\$ 788,909</b>	<b>\$ 1,066,040</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	49.0	\$ 9,360,350	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(97,125)	—
IntraCounty Adjustments	—	33,437	—
Other Adjustments	—	(5,549)	—
<b>Subtotal (Current Level Budget)</b>	<b>48.0</b>	<b>\$ 9,291,112</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 8,495	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 8,495</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>48.0</b>	<b>\$ 9,299,607</b>	<b>\$ —</b>



# Registrar of Voters



## Public Purpose

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



## Description of Major Services

The mission of the Registrar of Voters' Office (ROV) is to provide the highest level of integrity, efficiency, and accuracy in voter registration and election processes. The ROV conducts all federal, state, and local elections and, as the Bay Area's largest county, coordinates certain election contests on a regional level.

The department provides voter registration services to eligible citizens and maintains the voter registration database. Staff works directly with the Secretary of State's office on the new VoteCal voter registration program linking the County to the statewide voter registration database. Staff also conducts voter registration drives and educates the public about the election process.

Communications with the public, voters, candidates, municipalities, school and special districts, and elected officials are maintained through issuing press and media advisories, attending public meetings and events, utilizing social media platforms, and working with state organizations and affiliations.

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

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

A Sample Ballot and Voter Information Pamphlet containing voting instructions, candidate statements, and measure information is sent to registered voters prior to every election. Voters also have the option of receiving all their ballot materials electronically. Additionally, more than two-thirds of voters receive vote-by-mail ballots, which can be returned by mail or dropped off in person at any polling place. The ROV also offers a number of alternatives for voters to cast their vote, such as weekend drive-thru ballot drop-off sites, shopping centers, parks, college campuses, and other convenient locations in voters' communities.

On Election Day, the ROV operates more than 800 polling places in communities throughout the county. The department updates and maintains precinct boundaries, determines the number and location of polling sites, prepares and delivers voting equipment, distributes polling place supplies, and recruits and trains election officers to staff the polls on Election Day.

Bilingual assistance is provided at the polls and in the office using all nine languages in accordance with state and federal law.

After the polls close, the ROV tallies and reports election results based on the official ballots cast at polling places as well as early vote-by-mail ballots. During the subsequent canvass period, the department processes

and tallies provisional ballots and any outstanding vote by mail ballots dropped off at the polls, or postmarked on or before Election Day yet received within three days thereafter. 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 in a detailed breakdown by district and precinct.

## Current and Emerging Issues

### Legislation

New legislation implemented in 2015 and 2016 expanded opportunities for Santa Clara County voters to participate in the election process. These expanded opportunities are accompanied with state-mandated increases in support and funding that the ROV must provide.

Assembly Bill (AB) 683 requires counties providing online Sample Ballot and Voter Information Pamphlets (SBVIPs) to make documents accessible to voters with disabilities, particularly those voters who are visually impaired. The ROV is currently working with its SBVIP vendor to implement this accessible format for the June 7, 2016, Presidential Primary Election.

Senate Bill (SB) 29, allows vote-by-mail (VBM) ballots to be counted if they are postmarked on or before Election Day and arrive within three days thereafter. AB 477 allows for VBM ballots received without a signature to be deemed eligible to count if the voter signs the identification envelope at the ROV Office before 5 p.m. on the eighth day after the election. These new laws together expand the vote tallying period and could delay results in close races, given that the exact numbers of outstanding ballots may remain uncertain until these post-election deadlines have passed.

AB 363, a new law to be implemented in Santa Clara County for the June 7, 2016, Presidential Primary Election, allows the ROV to dispatch courier teams to targeted polling places to retrieve ballots prior to the close of the polls, in order to begin processing and tallying ballots earlier on Election Night.

AB 554 authorizes students who are not U.S. citizens but are lawfully admitted for permanent residence status to serve as election officers at polling places. This law expands the County's ability to provide services to voters requiring language assistance by expanding the pool of eligible bilingual election officers.

### VoteCal Statewide Voter Registration Database

The County of Santa Clara has successfully deployed VoteCal, the system that will provide a single, uniform registration database for the entire State. When fully implemented, VoteCal will replace the 58 county registration databases currently in use throughout the State. A requirement of the federal Help America Vote Act, VoteCal is part of a larger effort to help modernize and reform the nation's voting processes. VoteCal will improve service to the voters of California and the County by allowing transfer of records between counties, enable voters to find their polling places online and check the status of their VBM and provisional ballots. VoteCal is expected to become the official system of record for voter registration in California by June 30, 2016.

### 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 VoteCal is online throughout the state. CVR will lead to an increase in the number of provisional ballots cast, which in turn will impact the post-election canvass because every vote will need to be verified and reconciled with election records. This change may necessitate increased staffing and technological process innovations in order to certify election results within the statutory 30-day period.

## California New Motor Voter Act

The California New Motor Voter Act - AB 1461 - provides for automatic voter registration from the Department of Motor Vehicles (DMV), while giving citizens the choice of opting out. The DMV will electronically provide the ROV records of each citizen who receives an original, renewal of a driver's license or state identification card. In 2017, the ROV will begin to receive the first voters automatically registered using this method.

## Voting System

Santa Clara County's voting system, purchased in 2003, is now over 12 years old and has reached its end of life cycle. Because the voting system uses a central count design, which requires all ballots voted at the polls to be returned to the ROV's office to be tallied, the County of Santa Clara regularly posts elections results later than other counties using precinct count voting systems. The County is currently preparing for the acquisition of a new, modern system. This new system will facilitate precinct scanning of ballots and make polling place results available to the public at the close of polls, but will also require additional warehousing space, voter education, and staff training.

## Just Culture/Process Improvement Program

The Registrar of Voters (ROV) continues to advance its process improvement program designed to empower staff at all levels and identify opportunities that improve day-to-day operations. Every division within the department is asked to brainstorm ideas for improving the operation of its own division. From this list of ideas, each division prioritizes one or more items to become action items, and members of the division volunteer to take ownership of these action items individually or in teams.

Projects that have been successfully completed by divisions include: compiling and updating employee desk reference guides, revising petition checking procedures to include second-level reviews, updating outdated polling place survey information, reorganizing work spaces to redesign workflows, revamping election material storage systems and labeling, creating an online shared precinct mapping system to reduce reliance on printed maps, refreshing translation glossaries to improve the quality of bilingual voting materials, replacing disposable plastic bags used in

precinct supplies with durable reusable bags, and preparing training and orientation materials for temporary seasonal workers.

At the same time, the ROV's administration team has been working with ROV divisions to improve outdated processes and fill gaps in procedures, particularly with regard to the candidate nomination and ballot layout processes. This review has included meeting with ROV staff to identify issues and solutions, reviewing existing procedures and documentation, and reviewing best practices in use in other jurisdictions. Inspired by the workgroups formed to tackle issues through the County's Center for Leadership and Transformation, the ROV has created a multi-division Nomination-to-Ballot Process Committee to map and revise the entire process from the moment a candidate seeks an office to the point where the candidate's name is placed on the ballot. This committee has identified numerous potential improvements to this process, has prioritized the solutions to apply those with the greatest impact, and has begun implementing these new process fixes. Among the new improvements is an online tracking tool to ensure that all ballot revisions required by court orders, candidate complaints, or local jurisdiction requests are completed promptly and accurately. This tool will be implemented and used for the first time during the June 7, 2016, Presidential Primary Election.

The ROV's administrative staff has also been working to collect all of the Department's existing internal processes and procedures and begin organizing them using the County's internal Connect Sharepoint system. The ROV now has its own Connect presence, where it can host all of these procedures, disseminate information quickly to all staff, and obtain feedback from divisions. The processes and procedures for several divisions have been revised and uploaded, and progress is continuing on this lengthy project. Additionally, with the ROV's Connect site, ROV divisions now have a much more efficient and secure platform to share information and collaborate on Department-wide projects. Several cross-divisional teams have been using Connect to track progress on tasks, schedule meetings, share documents, and collaborate more effectively.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Staff to Improve Election Process and Operations	↑	These positions will provide support to several divisions.	4.0	\$459,865	\$27,638
Increase Administrative Support	↑	These positions will provide support to key administrative areas.	2.0	\$259,135	\$8,952
Lease of New Voting System	↑	This action provides funding for implementation of a new voting system.	—	—	\$1,000,000
Provide funding for Mid-day Pick Up of Ballots	↑	This funding will help speed up the reporting of election night results.	—	\$24,000	\$23,250
Fund Interactive Voice Response (IVR) Phone System	↑	This funding will replace outdated phone system with specialized election interactive voice response phone system.	—	\$80,000	\$50,000

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

#### ↑ Augment Staff to Improve Election Process and Operations

**Recommended Action:** Add 3.0 FTE Election Specialist positions, 1.0 FTE Election Process Supervisor II position and allocate one-time funding to reconfigure and redesign staff cubicles.

**Service Impact:** The positions added will support the Outreach, Training and Ballot Layout Divisions in the ROV. As a result, extra-help staff and Election Officers will have adequate training, the Department will have the ability to provide language assistance services to the Hindi community and the ballot layout division will have the resources needed to ensure compliance with legal mandates and compressed time-frames.

**Positions Added: 4.0 FTE**  
**Ongoing Cost: \$459,865**  
**One-time Net Cost: \$27,638**

Salary savings reflecting recruitment time: \$76,644  
 Office expense: \$104,282

#### ↑ Increase Administrative Support

**Recommended Action:** Add 1.0 FTE Senior Training and Staff Development Specialist position and 1.0 FTE Executive Assistant position, and allocate one-time funding to reconfigure and redesign staff cubicles.

**Service Impact:** A dedicated training and staff development specialist will establish a uniform understanding of new and revised laws across all ROV divisions. The Executive Assistant will increase the efficiency, management and support of the executive and administration teams.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$259,135**  
**One-time Net Cost: \$8,952**

Salary savings reflecting recruitment time \$43,189  
 Office expense: \$52,141

#### ↑ Lease of New Voting System

**Recommended Action:** Allocate one-time funding in FY 16-17 of \$1,000,000 for project management and implementation costs of a new Voting System suite, including ballot tabulation hardware and software, ballot creation software, reporting and auditing software, and accessible ballot marking devices.

This action results in an ongoing cost of \$3,000,000 in FY 17-18 for ongoing annual lease and yearly vendor managed solution costs.



**Service Impact:** The County currently uses a 12 year old voting system that requires all ballots to be brought back to the ROV office to be tabulated, which adds a significant amount of time to the results reporting process, especially during Countywide elections.

Acquiring a new voting system that is capable of tallying ballots at polling precincts rather than solely at the ROV office is the only effective solution for speeding up the County's election night reporting and expedite the processing of vote-by-mail ballots through features that enable faster ballot review as well as the use of smaller off-the-shelf ballot scanners that can be more easily scaled up, repaired, and replaced.

Leasing the system rather than purchasing it outright will provide the County more flexibility to upgrade as new hardware and software become available, as well as the ability to adapt to future election law and regulatory changes, including the adoption of vote centers or mail-ballot elections.

**One-time Cost: \$1,000,000**  
Funding request for FY 16-17

#### ↑ Provide Funding for Mid-day Pick Up of Ballots

**Recommended Action:** Appropriate one-time and ongoing funding to implement a program for collecting precinct and vote-by-mail ballots from polling places during Election Day so they can be returned to the ROV office and tallied centrally before the polls close.

**Service Impact:** A new state law went into effect on January 1, 2016, to allow the County to pick up voted ballots from polling precincts and begin processing them throughout the day rather than waiting to collect all ballots after the polls close. The ROV seeks to implement this practice, which is expected to speed up the reporting of Election Night results.

**Ongoing Cost: \$24,000**  
**One-time Cost: \$23,250**

#### ↑ Fund Interactive Voice Response (IVR) Phone System

**Recommended Action:** Appropriate one-time and ongoing funding to replace ROV's current Interactive Voice Response (IVR) Phone System, which provides automated information on the 299-VOTE voter hotline.

**Service Impact:** Replacing the current IVR phone system would greatly improve its stability and security in addition to making it easier for the public to access election information.

**Ongoing Cost: \$80,000**  
**One-time Cost: \$50,000**

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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5600	Registrar Of Voters Fund 0001	\$ 9,181,932	\$ 14,770,305	\$ 12,404,837	\$ 13,317,815	\$ (1,452,490)	-9.8%
5605	Registrar Gen Elections Fund 0001	4,381,384	4,459,731	4,688,483	4,735,733	276,002	6.2%
5610	Registrar Spec Elections Fund 0001	353,293	782,062	783,583	783,583	1,521	0.2%
5615	Electronic Voting Sys Fund 0001	675,493	780,054	757,406	1,758,197	978,143	125.4%
<b>Total Net Expenditures</b>		<b>\$ 14,592,102</b>	<b>\$ 20,792,152</b>	<b>\$ 18,634,309</b>	<b>\$ 20,595,328</b>	<b>\$ (196,825)</b>	<b>-0.9%</b>





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

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5600	Registrar Of Voters Fund 0001	\$ 9,181,932	\$ 14,770,305	\$ 12,404,837	\$ 13,317,815	\$ (1,452,490)	-9.8%
5605	Registrar Gen Elections Fund 0001	4,381,384	4,459,731	4,688,483	4,735,733	276,002	6.2%
5610	Registrar Spec Elections Fund 0001	353,293	782,062	783,583	783,583	1,521	0.2%
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**Registrar of Voters— Budget Unit 140**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 8,012,083	\$ 9,916,164	\$ 10,349,660	\$ 10,948,827	\$ 1,032,663	10.4%
Services And Supplies	6,553,785	7,976,238	8,284,649	9,596,501	1,620,262	20.3%
Fixed Assets	26,234	2,899,750	—	50,000	(2,849,750)	-98.3%
<b>Total Net Expenditures</b>	<b>\$ 14,592,102</b>	<b>\$ 20,792,152</b>	<b>\$ 18,634,309</b>	<b>\$ 20,595,328</b>	<b>\$ (196,825)</b>	<b>-0.9%</b>

**Registrar of Voters— Budget Unit 140**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5600	Registrar Of Voters Fund 0001	\$ 169,548	\$ 165,674	\$ 165,674	\$ 165,674	—	—
5605	Registrar Gen Elections Fund 0001	7,436,765	4,276,833	4,995,251	4,995,251	718,418	16.8%
5610	Registrar Spec Elections Fund 0001	1,215,048	—	300,000	300,000	300,000	n/a
5615	Electronic Voting Sys Fund 0001	—	30,000	30,000	30,000	—	—
<b>Total Revenues</b>		<b>\$ 8,821,360</b>	<b>\$ 4,472,507</b>	<b>\$ 5,490,925</b>	<b>\$ 5,490,925</b>	<b>\$ 1,018,418</b>	<b>22.8%</b>



## Registrar of Voters— Budget Unit 140

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Fines, Forfeitures, Penalties	\$ 8,216	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Revenue From Use Of Money/Property	0	—	—	—	—	—
Aid From Government Agencies - State	16,060	8,000	8,000	8,000	—	—
Aid From Government Agencies - Federal	30,000	30,000	30,000	30,000	—	—
Charges For Services	8,632,623	4,268,833	5,287,251	5,287,251	1,018,418	23.9%
Other Financing Sources	134,461	155,674	155,674	155,674	—	—
<b>Total Revenues \$</b>	<b>8,821,360</b>	<b>4,472,507</b>	<b>5,490,925</b>	<b>5,490,925</b>	<b>1,018,418</b>	<b>22.8%</b>

## Registrar Of Voters Fund 0001 — Cost Center 5600

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget		52.0 \$	14,770,305 \$
Board Approved Adjustments During FY 2016		—	79,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	228,957
IntraCounty Adjustments		—	45,038
Other Adjustments		—	(2,718,463)
<b>Subtotal (Current Level Budget)</b>		<b>52.0 \$</b>	<b>12,404,837 \$</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments		— \$	27,388 \$
Decision Packages			
Augment Staff to Improve Election Process and Operations		4.0	487,503
Increase Administrative Support		2.0	268,087
Fund Interactive Voice Response (IVR) Phone System		—	130,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>6.0 \$</b>	<b>912,978 \$</b>
<b>Recommended Budget</b>		<b>58.0 \$</b>	<b>13,317,815 \$</b>



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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	4,459,731 \$	4,276,833
Board Approved Adjustments During FY 2016	—	85,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	18,752	—
Other Adjustments	—	125,000	718,418
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>4,688,483 \$</b>	<b>4,995,251</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Provide Funding for Mid Day Pick Up of Ballots	—	47,250	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>47,250 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>4,735,733 \$</b>	<b>4,995,251</b>

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

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	782,062 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,521	—
Other Adjustments	—	—	300,000
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>783,583 \$</b>	<b>300,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>783,583 \$</b>	<b>300,000</b>

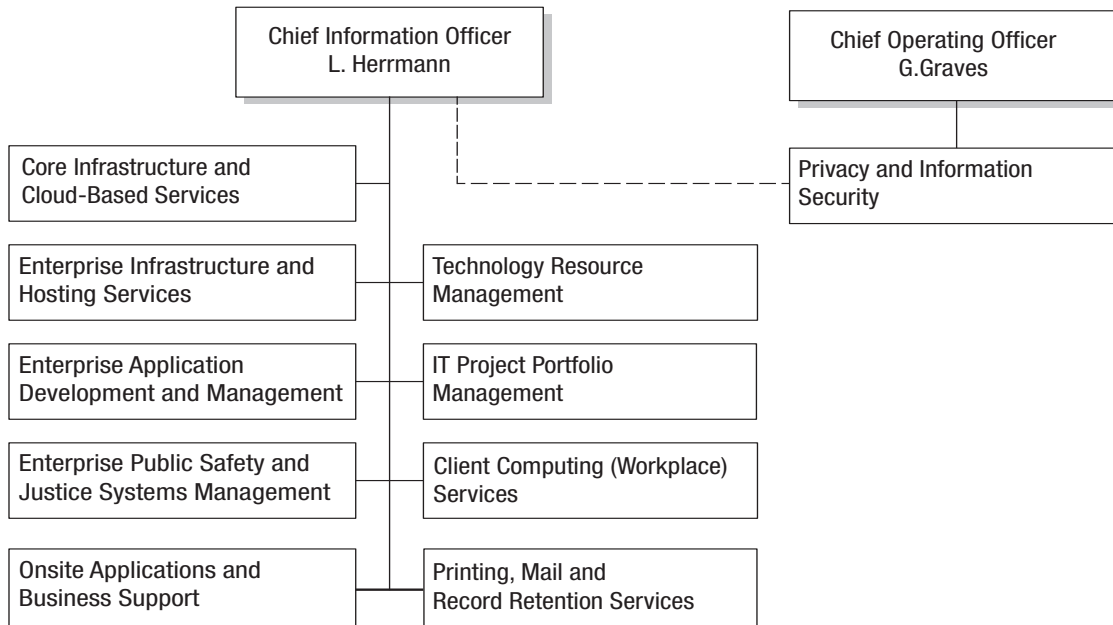


**Electronic Voting Sys Fund 0001 — Cost Center 5615**  
**Major Changes to the Budget**

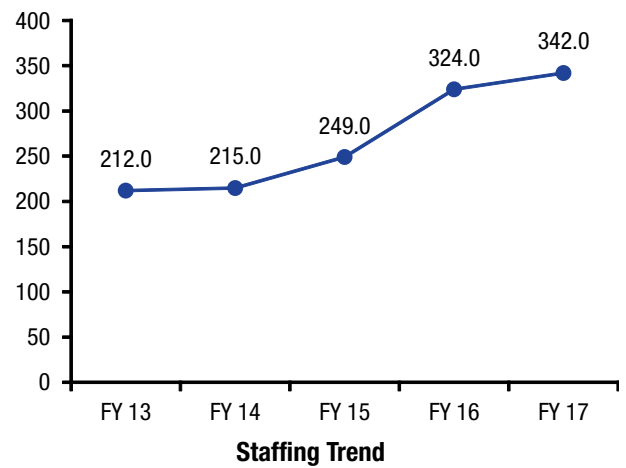
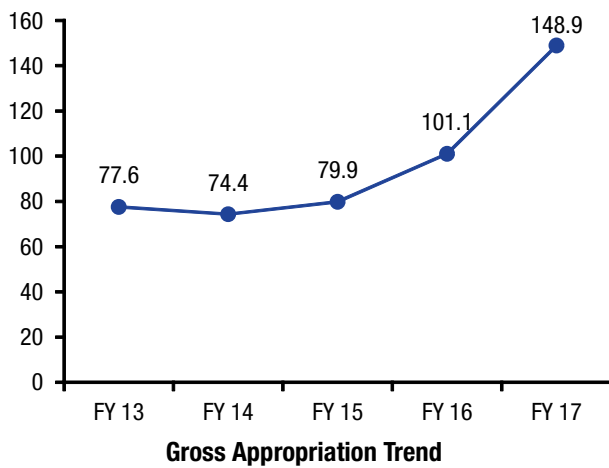
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0	\$ 780,054	\$ 30,000
Board Approved Adjustments During FY 2016	—	(14,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(13,239)	—
IntraCounty Adjustments	—	5,632	—
Other Adjustments	—	(1,041)	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 757,406</b>	<b>\$ 30,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 791	\$ —
Decision Packages			
Lease of New Voting System	—	1,000,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,000,791</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,758,197</b>	<b>\$ 30,000</b>



# Information Services Department



Section 1: Finance and Government



## Public Purpose

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



## Description of Major Services

The Information Service Department's (ISD) primary goal is to modernize and maintain the County's Information Technology (IT) operations to enhance business effectiveness, drive efficiencies, and support larger County transformation programs by:

- Aligning technology with business strategies;
- Maximizing collaboration and productivity
- Assessing risk and ensuring compliance with security policies and regulations
- Identifying cost savings through economies of scale and providing financial transparency
- Developing a workforce that can support and sustain innovation to advance the County
- Providing the Right IT Services at the Right Time for the Right Cost

The major services offered by ISD reflect the County's primary emphasis on the business needs of agencies and departments.

### Core Infrastructure and Cloud-Based Services

The Core Infrastructure group supports cloud-based services including email, collaboration, conferencing, instant messaging, office productivity solutions (Word, Excel, etc.) and shared drives. Services provided include maintenance of software discovery tools to track compliance to software entitlements; connectivity to

the County's wired and wireless network; and mobile device contract and infrastructure management. Other support includes:

- Automated security patching, imaging, and application delivery to County workstations
- Common Directory Services
- Identity Management, Data Encryption and Single Sign-On
- Call Center and County Network Management
- Voice and Telecommunications Services
- Wireless Voice and Data Plan Management
- Enterprise Infrastructure and Hosting Services

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

- UNIX and Windows Hosting
- Virtual Server Design, Implementation and Maintenance
- Database Management and Support
- Backup, Restore and Disaster Recovery
- Enterprise Storage Area Network (SAN)

- Data Center Environment Management
- Warrant Printing

### **Enterprise Application Development and Management**

The Enterprise Application group provides collaboration tools, document management, records management, content management, business intelligence reporting, and application development; as well as product engineering support for major enterprise applications. Services include:

- Document Management Platform (Management Sites and Repositories)
- Document Imaging Toolsets (Scanning, indexing, workflow & searching)
- Records Management with records retention support
- Case and Customer Relations Management Platform
- Electronic Forms
- Electronic Signatures
- Public and Employee Portals
- Website Design and Management
- Geographic Information Services
- Enterprise Application Support for:
  - PeopleSoft, Kronos, and SAP.
  - Enterprise Reporting Distribution (DataWatch)
  - Integrated Workplace Management System, which includes facilities maintenance and volunteer management solutions
  - sccLearn

### **Enterprise Public Safety and Justice Systems Management**

Support includes overall program and project management and coordination for Public Safety and Justice (PSJ) information systems and cross-agency, cross-jurisdiction information sharing; implementation and management of Countywide IT solutions that improve business analytics, reporting, and measurement of client programs and outcomes; and coordination of Countywide and regional technology projects to enhance situational awareness for first

responder agencies and provide standardized reporting and data exchanges with local and State agencies. The PSJ Systems management group also maintains the IBM z800 mainframe computer system which houses critical and essential County applications including Criminal Justice (CJIC) and Juvenile Records (JRS).

### **Onsite Applications and Business Support**

This service provides dedicated onsite IT staff to ensure consistency and conformance to County standards, cross-training, documentation, and advancement and enablement of technology within a department. Department specific applications are also documented and supported.

### **Privacy and Information Security**

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

- Risk assessment and risk treatment
- Security policy and compliance
- Human resource security
- Physical and environmental security
- Access control
- Information systems acquisition, development and maintenance
- Information security incident management
- Business continuity management

### **Client Computing (Workplace) Services**

Client Computing services include provisioning, installation, support and disposal of workplace devices including laptops, desktops, or tablets. In addition, support is provided for peripherals and standard PC applications including Office 365. Specific service components include:

- Enterprise Smartphone and Tablet Management, including setup, patching, and decommissioning to ensure compliance to IT security policies.
- Multi-Functional Device Management;

- Secure File Sharing;
- Core Product Promotion to facilitate feature development, deployment and use;
- Countywide Helpdesk which provides triage and problem escalation as needed;
- Enterprise Contract Management to provide technical coordination with vendors and communicate legal responsibilities to end users;
- Policy Development and Documentation for Core Product Users.

### **IT Project Portfolio Management**

This service offering provides for facilitation, communication, and support of the County IT Governance Committees and Centers of Excellence to establish strategy, subject matter expertise review, project initiation and prioritization and the development and publishing of the County IT Portfolio, standards, policies, procedures and guidelines. The Project Portfolio Management group provides support for preparation of bid proposal requests and IT professional services contract management. In addition, the group provides leadership, mentoring and training

for the Project Management Community of Practice, which promotes the use of common methodologies, standardization and best practices.

### **Technology Resource Management**

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

- Financial analysis, procurement, general accounting, budget, and billing for IT Services;
- IT Asset Management of hardware inventory and software licensing;
- Agenda Coordination and Review;
- Recruitment, employee travel, training and appraisals, space management, timekeeping, internal policy and departmental communications.

### **Printing, Mail 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.

## **Current and Emerging Issues**

### **Talent Acquisition**

As Santa Clara County continues to be one of strongest job markets in the nation, recruitment of Information Technology (IT) professionals is especially challenging. In the first eight months of FY 15-16, the Information Services Department (ISD) filled 59 permanent and ten unclassified positions. However, nearly half of these positions were filled by internal candidates, thus creating new vacancies. And finding qualified external candidates has been difficult. As of February 2016, 39 positions had entered into a second recruitment cycle while another five positions required a third recruitment cycle.

ISD remains committed to achieving better employee recruitment and retention results through collaborative efforts with the Employee Services Agency (ESA) such as the IT Career Compass, exploring non-traditional

recruitment strategies and designing new approaches to workload management. To aid these efforts, in January, ISD began funding an extra help ESA Analyst that is dedicated to supporting IT recruitment activities. Furthermore, it was recently agreed that all recruitments for HHS-IS and ISD will be centrally managed by one team within ESA. To help ensure this change is effective, bi-weekly meetings among HHS, ISD and ESA commenced March. ISD intends to pursue more opportunities to pilot creative alternatives to foundational processes in coming months.

### **Project Management**

Since its inception three years ago, ISD's Project Management Office (PMO) has focused on establishing standards and a framework to support the consistent execution and delivery of IT projects. And recently, the



PMO began extending this model through the establishment of a community of practice that provides training, tools and mentoring for project managers countywide. Next steps include:

- Formal project reporting for all technology projects;
- Improved capacity planning;
- Formal change management processes including methods for developing standards; and
- Explicit inclusion of privacy and information security designs in project plans.

While these processes are being put in place, the PMO will begin shifting its focus toward managing ISD's technology projects. Recent history has shown that ISD's ability to deliver projects has not kept pace with demand; eleven (40%) of the IT projects funded in FY 15-16 are not yet underway, principally due to a lack of resources to manage them. This discrepancy will be addressed by redirecting the work of existing project managers (one of whom is presently engaged full-time in procurement-related tasks), by acquiring additional project management resources and the use of tools to help us more accurately forecast ISD's capacity to deliver projects.

### **Forefront Identity Management (FIM) and System Center Configuration Manager (SCCM)**

Centralized identity and access management is essential in protecting County data and applications. This functionality serves to create a single source of truth for identity that facilitates single sign-on, self-service password resets and enhanced capabilities such as shared mailbox, group and distribution list management. As one might expect, the full implementation is a complex multi-step process requiring the consolidation of several large SCCM environments into the core SCCM environment, PeopleSoft data cleansing in preparation for integration with FIM, as well as migration of remaining departments to the central directory and Office 365.

### **IT Asset Management (ITAM)**

ISD is in the process of implementing an IT asset management program that governs the lifecycle of IT assets from an inventory, contractual and financial point of view. An ITAM program requires cross-functional governance as it considers impacts on security, infrastructure, and software licensing agreements. Current asset data is disparate, incomplete

and spreadsheet-driven. A mature ITAM function produces reliable hardware replacement schedules, as well as tools and processes to monitor licensing compliance, prepare for software audits and optimize software investments. In late 2015, many ISD managers attended a half day strategy workshop which clarified ITAM's strategic mission and produced high level goals. In addition, extensive market research on ITAM tools is now complete. The ITAM steering committee is scheduled to complete an ITAM charter and strategic roadmap, and publish a Request for Proposal (RFP) for ITAM software by the end of the fiscal year.

### **Mobility**

The proliferation of mobile devices provides increased efficiency but adds complexity to technology demands. As the demand for mobility continues to grow so, too, does the management overhead to ensure the devices are used in a secure manner consistent with County policy. The key benefit of mobile platforms is the ability to access County information anytime and anywhere, increasing overall productivity for County employees and citizens.

### **IT Career Compass (ITCC)**

The IT Career Compass Program is focused on transforming how the County develops its workforce, skills, and services and how it adapts to meet the changes ahead in the IT industry. The program has three main goals:

- Develop a more customer-focused, efficient, and effective IT service delivery organization
- Conduct a job classification study in order to better understand the duties, tasks, responsibility, and career path for each IT class
- Improve retention and recognition of IT personnel to meet the County's business needs

Gartner Consulting recently completed a short assessment of County IT functions and is now working with ITCC to help define the future vision of ISD by clarifying the County's IT vision, defining the County IT operating model and designing a high-level functional and detailed IT organizational structure.

The County has also entered into a partnership with AON Radford for assistance in developing a modern system of IT job classification families and job levels. Working with ESA, the study of the first group, Help Desk, is underway.

### Learning Organization

The County is challenged to modernize its legacy criminal justice and public safety systems. A program of significant scope and effort is underway to revolutionize the way County agencies deliver public safety and justice services to residents. As part of the Public Safety & Justice Systems Program (PSJSP), the Justice and Public Safety Information Exchange (JPSIE) team launched the Rapid Start Transformation Project in late 2015. JPSIE, a secure and robust information exchange and management system-allows local, State and Federal agencies to seamlessly share pertinent and clear information, insuring that critical information arrives to the right place at the right time to the right person. The team looks to May 2016 to have the JPSIE hardware infrastructure in place. By late 2016, the soft layers applications, flow process fine-tuning, security policies integrated will be complete. Leveraging the Center for Leadership and Transformation (CLT) change model,

the team is working in 90-day sprints, focusing to achieve one or more transformation technology changes during each 90-day period.

In March 2016, the Department launched two additional CLT teams: one to examine the on-boarding process for new employees from a technology perspective. There are many interfaces throughout this process, and the team's initial efforts will focus on processes internal to ISD. Future efforts will look to involve additional cross-system partners. The other team, representing emergency management systems, also has a multi-phased project approach to enhancing the group of applications that support 9-1-1 communications and dispatch of first responder resources (fire, medical and law enforcement). In the first phase, the team is concentrating its efforts on ensuring systems accurately reflect business needs, by validating that business rules, terminology and definitions are programmed correctly. This work supports the sharing of critical dispatch, resource and event information between different 9-1-1 call centers, to speed up response times and allow agencies to automatically request assistance from neighboring jurisdictions if needed.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Office 365 Management and User Adoption	●	Staff resources to support the ongoing management and facilitate user adoption of Office 365 Countywide.	4.0	\$801,371	—
Project Management Support and Oversight of Major Projects	↑	Provide project management support for all major IT projects.	2.0	\$277,683	—
Provide Infrastructure Support to Complete O365 Implementation	↑	Infrastructure support to complete the rollout and maintain Office 365 Countywide.	2.0	\$364,444	—
Address Deficits in Business Operations and Asset Management	↑	Increase support for IT business operations and asset management functions in the ISD ISF.	4.0	\$633,424	—
Increase Support for Information Privacy & Security Unit	↑	Provide analytical support to the Information Privacy & Security Unit to free technical staff resources from routine processes.	1.0	\$144,016	—
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Four Unfunded Unclassified Analysts	↑	Provide additional analytical staffing resources to support internal Department functions and projects.	4.0	—	—
Transfer Ongoing Budgets for Operational Projects	●	Create ongoing allocations for completed projects transitioning into ongoing services.	—	(\$579)	—
Ongoing Funding For Newly Implemented Efficiencies	●	Software licencing associated with e-signature and workstation monitoring.	—	\$879,918	—
Annual Refresh Desktops & Laptops	●	Provide for the replacement of workstations scheduled to be replaced.	—	—	\$1,000,000
Fixed Assets	●	Provide for the replacement of IT fixed assets that are at the end of their useful life.	—	—	\$2,148,000
IT Capital Projects	↑			\$981,570	\$56,021,100
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ● Office 365 Management and User Adoption

**Recommended Action:** Increase allocation in ISD's Internal Service Fund (ISF) to support the management and continuing user adoption of Office 365 increasing revenue and expenditures relating to the addition of 2.0 FTE Senior Business Information Technology Consultants position, 1.0 FTE Business Information Technology Consultant position, 1.0 FTE Information Services Manager III position and associated software, workstation equipment, and training.

**Service Impact/Background:** A key focus area for ISD in FY 16-17 will be to complete the rollout of Office 365, and extend access Countywide to its many productivity-enhancing features such as instant messaging, video-conferencing, on-line collaboration and contact management functions.

This action adds positions to replace four unclassified positions added in FY 14-15 as a mid-year adjustment related to the management of enterprise deployments

and agreements associated with the rollout of Office 365. Since then, the Enterprise Team has provided:

- Project management of new product implementations and upgrades;
- Guidance on user adoption;
- Training to maximize feature use;
- Policy development; and
- Assistance with licensing compliance.

Furthermore, as software products have become more powerful and sophisticated, large organizations like the County have consolidated software licensing and management into Enterprise Agreements (EAs). A well-negotiated EA can produce significant cost savings in purchase, implementation, maintenance and administration. An EA also provides more visibility into licensing purchases, and safeguards against duplication or noncompliance. The County has just begun to develop such agreements with the implementation of the Microsoft EA and anticipates developing others in the future.



Work associated with managing the deployment of Office 365 upgrades and features, maintaining the County's Microsoft partnership, as well as exploring, executing and optimizing new EA's is ongoing and, as such, should be performed by permanent staff.

**Positions Added: 4.0 FTE**  
**Ongoing Cost: \$801,371**

### ↑ **Project Management Support and Oversight of Major Projects**

**Recommended Action:** Increase allocation in ISD's ISF to provide project management support and oversight of all major Information Technology (IT) projects, increasing revenue and expenditures relating to the addition of 1.0 FTE Information Technology Project Manager position, 1.0 FTE Management Aide position and associated software and workstation equipment.

**Service Impact/Background:** A second key focus area for ISD in FY 16-17 will be to increase foundational capabilities to meet project commitments and timeframes. The Project Management Office (PMO) requires an additional Project Manager and the support of one Management Aide. In FY 14-15, the PMO started operations with a small team with an objective of phased maturity of the project management discipline. The process started with an assessment of current practices and establishing a standard methodology for selecting, running and closing IT projects. The next step is for the PMO to assume responsibility for managing all large-scale IT projects within ISD. The new project manager will apply consistent methodology in managing projects from discovery to completion. The Management Aide will coordinate meetings, collect,

organize and distribute project progress tracking, and coordinate IT professional services engagements. Expected outcomes include:

- Assurance that County technology investments are aligned with the County's mission, and adopted software, security and architecture standards;
- Consistent planning, management and reporting for ISD technology projects to ensure projects are executed completely and meet identified objectives;
- Completion of stalled projects; and
- Discontinue use of the contracted resource that is currently performing the administrative duties.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$277,683**

### ↑ **Provide Infrastructure Support to Complete 0365 Implementation**

**Recommended Action:** Increase allocation in ISD's ISF to provide infrastructure support to complete the implementation of Office 365 Countywide, increasing revenue and expenditures relating to the addition of 2.0 FTE Senior Systems Software Engineer positions and associated software and workstation equipment.

**Service Impact/Background:** In keeping with ISD's key focus area, to complete the rollout of Office 365, the common directory and associated services, two additional senior software engineers are required to support ISD's Core Applications Group (CAG). At the onset of the Office 365 project, architects designed the foundation and managed the migration of directory services and the consolidation of email service. The program now includes identity management, mobile device management and centralized monitoring, security patching and image standardization for the server infrastructure. Since resources were never added for additional services, staff is struggling to keep up with day-to-day operations, impacting the rollout of new cloud services such as DocuSign and Ariba. Specifically, CAG's workload has prevented them from supporting efforts to connect these new applications to the central directory.

The current Microsoft agreement requires Bitlocker encryption and a security program to be installed on six hundred County laptops to comply with security standards. Continued implementation and centralization of public key infrastructure (PKI) supports secure data exchange over County networks and the internet. Currently, CAG is managing 20,000 email objects, 3,200 mobile device objects, 40,000 active directory objects and 5,500 identity management objects. According to Gartner's industry benchmark, ISD requires five additional systems administrators to effectively manage the current body of work. However, this recommended action includes only two of these positions.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$364,444**

### ↑ Address Deficits in Business Operations and Asset Management

**Recommended Action:** Increase allocation in ISD's ISF to provide administrative support for business operations and ISD asset management, increasing revenue and expenditures relating to the addition of 2.0 FTE Senior Management Analyst positions, 2.0 FTE Associate Management Analyst positions and associated software, workstation equipment, and training, as well as an increase to departmental training funds.

**Service Impact/Background:** In keeping with ISD's key focus area to increase the County's foundational capabilities in order to meet project commitments and timeframes, additional resources are requested to perform various administrative tasks pertaining to recruitment, procurement and asset management that are presently being performed in a distributed and ad-hoc manner by ISD managers and project managers. The acquisition of lower paid administrative staff will allow ISD's managers and project managers to devote more time and attention to the advanced work that is in line with their skills, thus providing greater value to the County.

This proposal has three primary objectives: (1) Transfer non-employee-related administrative duties to new positions so that existing administrative staff can focus solely on employee-related functions of recruitment, training and appraisals, etc.; (2) Develop centralized departmental expertise in contracted services and procurement processes to support procurements,

contract renewals; and (3) Develop centralized expertise to interpret hardware and software asset data and initiate appropriate response plans.

Currently, two ISD staff members manage all internal tasks associated with recruitment, employee training and appraisals, employee on-boarding and off-boarding, timekeeping, space management, travel arrangements, coordination with labor unions and labor relations, County and Internal policy, as well as, Board contracts and preparation of legislative files. Because ISD's current level of support is insufficient to fully address the workload with dedicated staff, IT managers spend considerable time filling in the workload gaps. As a result, their managerial and technical skills are not fully utilized. This fragmented approach not only creates operational inefficiencies but has resulted in under-performance in critical processes, as Department vacancy rates remain high, numerous projects have fallen behind schedule awaiting procurement expertise, and the development of an inclusive IT Asset Management system is yet to be fully realized.

**Procurement/Recruitment Support:** One Senior Management Analyst and one Associate Management Analyst will assist IT managers with preparation of supporting documentation and coordination with Procurement for all types of procurement actions (single source, sole source, competitive bid, etc.). They will monitor Board Contracts, and service agreements, contract renewal dates. They will facilitate preparation of contract amendments as needed, along with associated legislative files; and review and monitor staff usage of existing contracts to ensure full utilization of purchased services. The use of dedicated resources to interface with Procurement will not only diminish the learning curve required for each new procurement, it will free existing ISD resources to focus entirely on employee-related functions such as recruitment, training and off/on-boarding. This proposal also provides training funds to allow ISD staff to further build and maintain proficiency in these areas.

These requested positions are not intended to replace or overlap staff in the County central service departments of Employee Services Agency (ESA) or Procurement, but rather to streamline and manage ISD's internal processes, and liaise with these departments to ensure timely, accurate and consistent communication and coordination.

**Asset Management Support:** One Senior Management Analyst and one Associate Management Analyst will assist the IT Asset Management team with interpretation and strategic use of asset data. ISD is working to develop mature asset replacement schedules that incorporate best practices for management of hardware inventory levels, provide reliable financial forecasts for replacements, produce clear work plans for technical deployment staff, and streamline customer ordering and billing for workstations. The proposed staff will work closely with technical staff on Enterprise Licensing Agreements to ensure subject matter experts address non-compliance findings and investigate technical implications of potential changes in licensing use or deployments. Analysts will assemble necessary staff to collect the data when notified of a software audit. They will also ensure departmental billing accurately reflects usage. These positions will have primary responsibility for warehouse management including monitoring and optimizing hardware inventory levels. They will also ensure departmental billing accurately reflects asset usage.

**Positions Added: 4.0 FTE**  
**Ongoing Cost: \$633,424**

### ↑ Increase Support for Information Privacy & Security Unit

**Recommended Action:** Increase allocation in ISD's ISF to allow the Information Privacy and Security Unit to increase the team's operational capacity relating to monitoring SIEM, Incident Response assistance, penetration testing and the monitoring of other systems, increasing revenue and expenditures relating to the addition of 1.0 FTE Information Systems Analyst I/II position.

**Service Impact/Background:** Consistent with the second key focus, to increase foundational capacities to meet project commitments and timeframes, the Information Privacy and Security team requires an Information Services Analyst. The Information Security group delivers a multitude of Countywide services that relate to engineering and assessments of security and privacy on County networks. Staffing resources for this newly created unit are unable to address current workload and pending security projects. This Information Systems Analyst will play a critical role in shifting routine work away from Information Security Engineers to free these

technically-skilled resources to address higher level issues on a more timely basis. This additional capacity will also make it possible for the Unit to take on additional operational functions such as monitoring the SIEM, incident response assistance, penetration testing, and Websense/cloud security gateway monitoring, which will all strengthen the County's privacy and security responsiveness.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$144,016**

### ↑ Add Four Unfunded Unclassified Analysts

**Recommended Action:** Add 2.0 FTE unfunded Senior Management Analysts-U position and 2.0 FTE unfunded Associate Management Analysts-U position.

**Service Impact/Background:** In keeping with ISD's key focal areas, to complete the rollout of Office 365 and the common directory as well as other features, and to increase foundational capabilities, it is anticipated that ISD will need the support of additional Management Analysts. At this time, the formal IT Asset Management (ITAM) structure and roadmap are still under development. As new asset management procedures are enacted and tracking tools are installed, the work of data gathering, data cleansing and data analysis will be substantial. Work will include analysis of operational metrics, licensing usage and hardware inventory cycles, hardware deployment scheduling, assessment of software capabilities vs. business needs, and analysis of existing County policies against functional capabilities in areas such as mobile device management and workstation lifecycle management. The most important outcome of this analytical work will be actionable information to improve policy, procedures and practices in order to mitigate risk and safeguard County assets. Unclassified positions are requested because the ITAM applications are not yet in place, and the final tool selection will influence which permanent job specifications are best suited to maintain ITAM systems and processes. Unclassified positions also provide flexibility for ISD to ensure staffing resources are available to move projects forward without having to rely on contractors. No funding is requested for these positions as ISD will redirect professional services dollars that would otherwise fund contractors.

**Positions Added: 4.0 FTE**

## ● Transfer Ongoing Budgets for Operational Projects

**Recommended Action:** Increase revenue and expenditures in the Information Services Department Internal Service Fund budget and decrease expenditures in the Information Services Department General Fund budget relating to the implementation of IT projects as they transition from projects into ongoing operations and IT services.

**Service Impact/Background:** Ongoing allocations were approved in previous years for the development of the following technology projects:

- Information Technology Financial Management (FY 15-16), \$180,000 for ongoing software subscription fee
- Replacement of Hedding Core (FY 14-15), \$80,000 for ongoing hardware and software maintenance
- Network Infrastructure (FY 14-15), \$44,000 for ongoing hardware and software maintenance
- Wi-Fi in Court Locations (FY 14-15), \$30,000 for ongoing hardware and software maintenance
- Disaster Recovery - SAP PBF - Budget System (FY 14-15), \$4,000 for ongoing software maintenance

These projects will be operational in FY 16-17 and therefore, ongoing costs must be budgeted in the Internal Service Fund so they may be incorporated into service rates to user Departments. This proposal has a slight increase in revenue due to service billing to non-County users.

**Ongoing Savings: \$579**

## ● Ongoing Funding For Newly Implemented Efficiencies

**Recommended Action:** Increase allocation in ISD's ISF, increasing revenue and expenditures, to provide ongoing software licensing costs associated with e-signature and workstation monitoring software.

**Service Impact/Background:** ISD's third key focus is to ensure newly implemented efficiencies have adequate funding to continue. In FY 15-16, the Board approved one-time funding to implement e-Signature in alignment with the Board's initiative to move towards a

more paperless County government. The e-Signature project is employing digital signatures in County documents that formerly required a wet signature. The ongoing licensing cost is \$650,000. Night watchman enables the CAG team to control the workstations' power mode, allowing after hours patching, and reducing electrical costs by shutting down systems nightly. The software was purchased by the Health and Hospital System last year, but the ongoing renewal cost of \$180,000 and the \$50,000 ongoing cost for additional licenses is ISD's responsibility since the entire County benefits.

**Ongoing Cost: \$879,918**

## ● Annual Refresh Desktops & Laptops

**Recommended Action:** Increase allocation in the Information Services Department (ISD) for the replacement of scheduled workstation replacements.

**Service Impact/Background:** Past practices had allowed departments to under-invest in hardware/software. Desktop systems were being used beyond productive useful life, resulting in the need for a ballot initiative for funding to upgrade the County stock of desktop systems. In light of this, ISD has begun to implement County standard hardware upgrades to departments where machines were past the County minimum age limits. This proposal allows ISD to maintain the stock of desktop/laptops utilized by employees across SCC at a technology level sufficient to minimize expense and maintain the ability to operate current software and related peripherals. As part of the IT Asset Management maturity process, ISD's goal is to build comprehensive asset replacement schedules so that service rates would account for workstation lifecycles in order to plan for future replacements.

**One-time Cost: \$1,000,000**

## ● Fixed Assets

**Recommended Action:** increase one-time allocation within ISD ISF, Printing Services, and ISD General Fund to provide scheduled fixed asset replacement for IT - related hardware.

**Service Impact/Background:** Information Technology and Printing Services rates include depreciation for a subset of fixed assets. By collecting depreciation for

these assets, ISD is able to designate a portion of its fund balance to accommodate scheduled refresh cycles. Although there is no rate impact to this action, the following assets need to be budgeted for replacement:

### Fixed Asset Replacements - ISD ISF

Item	Cost
Rack Models T42 CR4	\$20,000
EMC CX4-480C Storage Controller Arrays	\$350,000
Sun Spare Enterprise T5440 Server (2)	\$140,000
IBM system 3690 machine type 7148 (4)	\$170,000
IBM System x3690X5	\$30,000
MC VNX5300 Storage Controller w/5 yrs sup	\$180,000
WAS 6200 UAG- Celestix WSA (2)	\$28,000
<b>Total</b>	<b>\$918,000</b>

### Fixed Asset Replacements - Printing Services

Item	Cost
Digipath	\$54,000
Xerox 5690 DLP High-speed Black & White Copier	\$75,000
Plockmatic PL 45 Inserter	\$31,000
Envelope Feeder	\$10,000
<b>Total</b>	<b>\$230,000</b>

### Fixed Asset Replacements - Printing Services

Item	Cost
Neopost System 7 Inserter	\$60,000
<b>Total</b>	<b>\$230,000</b>

### Fixed Asset Replacements - ISD General Fund

Item	Cost
IBM pSeries P770 Hardware Model 9117MM	\$490,000
IBM system 3850 machine type 7145 new (6)	\$510,000
<b>Total</b>	<b>\$1,000,000</b>

Current Internal Service Fund (ISF) rates capture depreciation for some, but not all, assets. The General Fund request represents asset replacements that the ISF cannot accommodate through fund balance at this time. In addition, the rate structure does not collect funding for new equipment. Once the equipment is purchased, depreciation will be incorporated into the rate structure so the funding will be in place when the equipment reaches the end of its useful life.

**One-time Cost: \$2,148,000**

## FY 16-17 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 16-17 Information Technology Projects Information Services Department

The Technology Projects proposed in FY 16-17 represent a focus on modernizing critical business applications and systems that are either unsupported or do not meet the growing needs of the business, to ensure IT infrastructure is secure and refreshed in order to support demands, and to continue with standardization and consolidation in order to reduce the County's cost of doing business.

**Enterprise Focus:** The focus of this year's recommendations was on the County as whole rather than a set of independent operations. This resulted in

the selection of projects that support efficiency, effectiveness, and economies of scale across the entire organization.

**Project Evaluation Process:** The FY 16-17 General Fund requests for IT projects were reviewed and prioritized by the CIO and the CIO Project Management Office (PMO), as well as various Centers of Excellence (Public Safety and Justice, Enterprise Content Management or HHS Information Technology), as applicable. Requests were prioritized according to their alignment with strategic business needs and criticality based on impact of a mandate, security or privacy or unsupported technology. Requests were also evaluated in terms of how effectively they would be:

- Optimize technology to eliminate duplicative functions, and take advantage of economies of scale resulting in shifting the cost of delivering IT services and infrastructure to value-added IT business solutions.



- Use IT commodity services that can be shared across the County or within large groups with minimal risk, can be implemented quickly, enable self-service and automation.
- Improve service and/or quality.

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 seven County vision elements:

- Customer Focus
- Employee Empowerment and Engagement
- Performance Measures
- Reduce Cost of Services
- Consolidate where Necessary
- Build Bench Strength
- Use Latent Talent and Resources

### FY 16-17 Technology Projects Information Services Department

Description/(Partnering Agency)	Ongoing Allocation	One-time Allocation
<b>ISD</b>		
Replace iVOS and RiskMaster with RMIS/Claims Management (Employee Services Agency)	\$200,000	\$2,000,000
Replace Obsolete Nortel Phone Systems		\$2,600,000
Annual Allocation for Security Projects		\$1,000,000
Upgrade County Internet Firewalls	\$296,955	\$512,692
Implement Custody Bureau Body Worn Cameras (Office of the Sheriff/Consumer and Environmental Protection Agency)		\$715,000
Professional Services to Lead Office 2016 Image Refresh		\$150,000
Implement IT Asset Management - Part 2 Total	\$150,000	\$150,000
Replace/Upgrade sccLearn/SABA (Employee Services Agency)	\$30,000	\$500,000
Migrate DCSS to O365 and SCC Active Directory (DCSS)		\$250,000
Replace Microwave System Radio (County Communications)		\$1,200,000

### FY 16-17 Technology Projects Information Services Department

Description/(Partnering Agency)	Ongoing Allocation	One-time Allocation
Professional Services to Assist Upgrading SAP PBF (Controller-Treasurer)		\$160,000
Replace Emergency Communications Van Radio (County Communications)		\$200,000
Replace Warrant Printing Software	\$50,000	\$200,000
Replace Animal Control Radio (County Communications)	\$2,315	\$80,000
Implement OnBoard Module from NEOGOV (Employee Services Agency)	\$87,300	\$94,800
Investigate Self-Service Benefits System Options (Employee Services Agency)		\$150,000
Image Conversion Project - Phase 2 (County Clerk/Recorder)		\$475,000
Implement Volunteer Management - Phase 2	\$60,000	\$100,000
Enhance Customer Relationship Management (CRM) Dynamics		\$50,000
Replace Warehouse Management System/WHIP (Office of the Sheriff)	\$15,000	\$150,000
Procure and Implement a Digital Evidence and Document Management System (District Attorney)	\$80,000	\$900,000
Procure and Implement a Staff Scheduling System	\$10,000	\$100,000
<b>Non-ISD General Fund Departments/(Lead Agency)</b>		
Enhance Tax Collection and Apportionment System Phase 2 (Tax Collector Office)		\$800,000
Acquire and Implement STRmix Probabilistic Genotyping (District Attorney's Office)		\$110,000
Implement Healthlink in Behavioral Health Services (Behavioral Health)		\$1,693,304
Mental Health Call Center Expansion to Cisco (Mental Health)		\$300,000
Implement Healthlink in Custody Health Service - Part 2 (Custody Health)		\$1,693,304
<b>Public Safety &amp; Justice Systems Program (PSJSP)</b>		
Program Administration - Year 2		\$1,500,000
Mainframe Rehosting - Year 2		\$2,345,000
Countywide Data Exchange - Year 2		\$17,567,500



## FY 16-17 Technology Projects Information Services Department

Description/(Partnering Agency)	Ongoing Allocation	One-time Allocation
Adult & Juvenile Case Management - Year 2 (Probation)		\$9,525,000
Records Management System Replacement (Office of the Sheriff)		\$1,927,900
Jail Management System (Department of Correction)		\$7,550,000
<b>Total Allocation</b>	<b>\$981,570</b>	<b>\$57,659,500</b>

### ISD General Fund

#### Replace iVOS and RiskMaster with RMIS/Claims Management

**Background:** The County meets its State mandate for workers' compensation services by maintaining a self-administered Workers' Compensation Program. ISD is targeting FY 16-17 for implementing a new claims system that will support both the Workers' Compensation and Liability Property Claims operations to reduce ongoing maintenance costs. The existing systems were purchased in 1993 (WC) and 2003 (LI). The current contracts with both vendors expire June 30, 2017, and one current system reaches end of life in 2017. An RFP is in currently in development.

**Overview and Expected Outcomes:** This recommendation will procure and implement a single application to meet regulatory requirements for the replacement of the existing Workers' Compensation (WC) and the Liability Insurance (LI) Claims systems. A few capabilities expected from the new systems are:

- Provide self-service claim capabilities eliminating the need for staff to re-enter claim data;
- Perform complex reporting of claim financial data for decision makers in real-time;
- Provide the business users with the ability to have complete visibility and transparency into the costs associated with claims;
- Provide the functionality to configure business workflow rules to assist with claim management functions;
- Leverage multiple data sources into a centralized and consolidated application;
- Automated interfaces to increase data accuracy;

- Information dashboard to improve transparency for County Executive regarding claims costs;
- Increase performance audit rating for 3-point contact;
- Improve efficiencies for support staff.

**Anticipated Timeline and Cost:** The project will be executed in two phases:

- Phase 1 - Hire a consultant to document requirements, and assist with the RFP process to select a vendor (estimated 9 months)
- Phase 2 - Implement the selected solution (estimated 6 months).

**Ongoing Cost: \$200,000**  
**One-Time Cost: \$2,000,000**

#### Replace Obsolete Nortel Phone Systems

**Background:** The Nortel phone system PBX's are falling off of manufacturer support and will soon become completely unsupported. The associated voicemail systems at the Office of the Sheriff's Headquarters and Park Headquarters are no longer manufacturer supported. Replacement of failed components is already limited to refurbished parts. Replacement of these systems is urgent and can't be further delayed. Prior funding requests were delayed as current phone replacement projects were completed. The County's Cisco VOIP phone system will be expended to replace the Nortel systems, and has been designed to accommodate that expansion.

**Overview and Expected Outcomes:** This project replaces obsolete Nortel phone systems at 70 W. Hedding Street, the Office of the Sheriff's Headquarters, West Valley Substation, Park Headquarters, and County Communications. These systems are no longer eligible for vendor support and replacement parts are increasingly difficult to find. All of these Nortel systems will be replaced with the county-standard Cisco VOIP phone system. The expected outcome of this project replaces non-supported technology and obtains current technology that is relevant and supported.

**Anticipated Timeline and Cost:** The replacement of equipment will be carried out over the course of two years. The total funding request is \$5.285 million, split

between the two years. The estimated completion of this project is FY 17-18. This recommended action provides support for year one only.

**One-Time Cost: \$2,600,000**

### Annual Allocation for Security Projects

**Background:** The IT Security group provides oversight of the County's IT and HIPAA Security Program, incident response planning and management, coordination of department information security risk assessments and remediation plans to ensure compliance with board-approved policies, HIPAA, and other regulations. This will be maintained by County staff.

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

**Overview and Expected Outcomes:** An annual \$1 million allocation for a bundle of security projects will give the Chief Information Security Officer (CISO) the flexibility to proactively deal with new threats. Requests for FY 16-17 include enterprise access management, data loss prevention, cloud security gateway, intrusion detection and prevention, endpoint protection, and application development security.

**Anticipated Timeline and Cost:** Funds will be utilized to bring in experts in the areas of privacy and security to conduct assessments, recommend best practices and implement solutions. This project will be maintained by County staff.

**One-Time Cost: \$1,000,000**

### Upgrade County Internet Firewalls

**Background:** The internet firewalls, also known as the Palo Alto Network PAN firewalls, are network equipment that allows County users and systems to access the internet. These firewalls are physically located at the four network hub sites; Berger Drive (ISD), Civic Center, HHS Bascom campus, and the Social Services Agency's Julian Offices. All network traffic is routed through one of these four network hubs for access to the internet filtering all user traffic for security threats. The firewalls are deployed in failover pairs at all four sites to ensure continuity of service.

**Overview and Expected Outcomes:** This project replaces the existing inventory of PAN firewalls with four new pairs of PAN firewalls. The upgrades will provide urgently needed security enhancements and also throughput increases needed to support the County's rapidly expanding use of the Internet. All County use and access to the Internet depends upon the PAN firewalls. In addition to increased throughput, the upgraded firewalls will provide expanded protection from malicious Internet sites and malware through real time integration with the PAN Wildfire threat intelligence database and service.

The benefits of investing in this upgrade include:

- Expanded protection from ever-growing malware and malicious software.
- Increased capacity of internet access.

**Anticipated Timeline and Cost:** The project is expected to begin in July 2016 and will take about 12 months to complete.

**Ongoing Cost: \$296,955**  
**One-Time Cost: \$512,692**

### Implement Custody Bureau/CEPA Body-Worn Cameras

**Background:** Body-worn cameras can help improve the high-quality public service expected of badge personnel and promote the perceived legitimacy and sense of procedural justice that communities have about their public safety departments. The use of body-worn cameras is expected to allow the Office of the Sheriff to be more efficient and effective in conducting custody operations law enforcement services and Consumer and Environmental Protection Agency's (CEPA) five Animal Control Officers to conduct enforcement and capture services.

**Overview and Expected Outcomes:** This project is for the implementation of body-worn cameras so deputies may reliably record their contacts with the public, arrestees, and inmates in accordance with the law. The use of body-worn cameras is expected to allow both departments to be more efficient and effective in conducting services. When an incident is captured on camera, it can provide valuable, objective information to help investigators determine whether an allegation has merit, and can substantially reduce the investigation time required for unfounded allegations.

against correctional deputies. Further, they are expected to increase accountability and transparency, and strengthen the relationship with the communities they serve. The expected outcomes of this investment include:

- Decrease in use of force incidents by 20%;
- Decrease in grievance complaints by 20%;
- Increase public transparency

**Anticipated Timeline and Cost:** The project is expected to have an RFP process lasting 8 months to procure the equipment followed by implementation over the course of next three years. The total three year project cost is estimated at \$1,215,000. The ongoing component of this project, providing associated cloud services equipment maintenance, will be identified in years two and three of the project, and presented in future budget requests.

**One-Time Cost: \$715,000**

### Professional Services to Lead Office 2016 Image Refresh

**Background:** Office 365 is a suite of Microsoft products for Countywide use that provides additional tools for employees and standardizes the use of email, a critical form of communication in today's world. In addition, this toolset is expected to realize efficient automated IT services management, enhanced remote access, and additional security products and capabilities. This recommended project enables compliance with the County's Enterprise Agreement with Microsoft that consolidated several separate agreements into one, and is one of the several ongoing efforts to complete the implementation of the toolset.

**Overview and Expected Outcomes:** It is a requirement of the County's current Enterprise Agreement (EA) with Microsoft to have a certified O365 installation on every County machine before the EA expires (in June 2017). When Santa Clara County first implemented Office 365, due to timing and licensing issues, a MSI image based on the volume licensing agreement was implemented with Microsoft's agreement. Microsoft gave the County a grace period after which the County must switch to BITS image licensing. The \$150,000 request is to acquire a contract Project Manager to lead the re-imaging project (estimated to take approximately 4 months). By investing in this project, Santa Clara County will

conform with Office 365 licensing and, in doing so, will be able to benefit from lower support efforts and better access to features.

**Anticipated Timeline and Cost:** The project will start in July 2016 and is expected to be completed within nine months of initiation.

**One-Time Cost: \$150,000**

### Implement IT Asset Management - Part 2

**Background:** IT Asset Management (ITAM) continues to be a high priority. Since software vendors now routinely conduct compliance audits, the County must be able to respond proactively with accurate inventories and internal compliance measures to reduce financial risk. Hardware lifecycle management is also critical as employees and customers increasingly depend on technology to perform everyday tasks and business functions. The current management of IT assets, hardware and software, in SCC is imprecise, incomplete and highly manual thereby costing the County unnecessary staff time, inefficiently allocating available funds and leaving the County vulnerable to vendor conducted software audits. Managing these assets in a functional and cost efficient manner requires a software system. This system will manage these assets from the flow of shipments in and out of inventory through to deployment to end users and the ongoing management and control of the installed hardware base. Additionally, software license management is needed to manage the installed software base, more efficiently utilize purchased licenses and manage the ongoing deployment and renewal of software packages across ISD supported departments.

**Overview and Expected Outcomes:** This project provides for continued implementation of the IT Software and Hardware asset management system which was funded in FY 15-16. The expected outcomes of this investment include:

- Reduce the risk and cost of software audits while optimizing the availability of software licenses;
- Unify the management of software assets across the Santa Clara County network;
- Optimize the cost and availability of cloud-based licenses.

**Anticipated Timeline and Cost:** The project is expected to have an RFP process lasting several months to procure the equipment, followed by implementation over the course of the next three years.

**Ongoing Cost: \$150,000**  
**One-Time Cost: \$150,000**

### Replace/Upgrade sccLearn/SABA

**Background:** The genesis of sccLearn began in a cross-boundary CLT team in 2010. sccLearn was rolled out in March of 2012, and capacity of the system has been building since that time. As the County is nearing the end of the current SABA (SaaS vendor) contract, the County will enter the RFP process to review alternatives and seek improvements to the current offering.

**Overview and Expected Outcomes:** Currently, sccLearn is operated on a SaaS platform provided by SABA Software. Several new competitors have entered the market for this product and may offer the County a better alternative. The expected outcomes include improved functionality in system integration, an improved user experience and lower support costs.

**Anticipated Timeline and Cost:** The project will require an RFP, expected to be released by May/June 2016. The RFP process may require up to six months to complete and select a vendor, while the implementation phase is expected to take about six to nine months based on the solution selected. The two-year cost of the project is estimated at \$1,300,000.

**Ongoing Cost: \$30,000**  
**One-Time Cost: \$500,000**

### Migrate DCSS to O365 and SCC Active Directory

**Background:** Office 365 is a suite of Microsoft products for Countywide use that provides additional tools for employees and standardizes County use of email, a critical form of communication in today's world. In addition, this toolset is expected to realize efficient automated IT services management, enhanced remote access, and additional security products and capabilities.

**Overview and Expected Outcomes:** DCSS is the last remaining agency to be scheduled for migration to O365 and the Countywide Active Directory. Once this project is completed, all County departments will be able to

seamlessly interact via email, and DCSS staff will be able to have access to on-line services (such as the County's Employee Portal and ePay system), self-service applications (such as STO cash-out and tuition reimbursement) or enterprise applications (such as Ariba and e-signatures.) DCSS was not included in the original scope for O365. The expected outcome of this investment is to ensure DCSS receives the benefits of Office 365 capabilities as available to the rest of the County departments.

**Anticipated Timeline and Cost:** The migration of DCSS will be scheduled with other O365 deployments and is expected to be complete in FY 16-17.

**One-Time Cost: \$250,000**

### Replace Microwave System Radio

**Background:** The current Countywide microwave radio system and operational point-to-point design limits throughput to 28 individual T1 (1.544 Mbps) circuits, and does not provide sufficient Ethernet throughput capacity needed to support SVRCS IP-based traffic without significant addition of routers and T1 cards. Manufacturer support for existing microwave radios was discontinued in 2010. There is presently no microwave path between County Communications and the Berger Drive Service Center to facilitate alternate dispatch operations.

**Overview and Expected Outcomes:** Recommended purchase of 18 radios for nine existing paths of the Countywide microwave system with newer technology to handle IP-based traffic, and be compatible with the regional (eCOMM) microwave system.

Purchased equipment will add a new path to provide redundancy for connectivity from the primary communications center to dispatch operations backup location to support:

- New 9-1-1 telephone system;
- Computer Aided Public Safety System (CAPSS), and SVRCS;
- Legacy radio systems connectivity.

This investment in radio replacement will ensure extended system reliability, improved operational efficiency, voice and data throughput, data encryption, and compatibility with SRVCS and regional microwave systems. Procurement will be single source.

**Anticipated Timeline and Cost:** The project is expected to be implemented within 12 months.

**One-Time Cost: \$1,200,000**

### Professional Services to Assist Upgrading SAP PBF

**Background:** The Controller-Treasurer Department's Fiscal System Support Services 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 Public Budget Formulation (PBF). The program is responsible for business process improvement analysis, problem solving, development of custom reports including the County's electronic report distribution (ERD) system, user training, and customization as well as ongoing system maintenance.

**Overview and Expected Outcomes:** This recommendation will upgrade the SAP PBF system. Vendor support for the Countywide SAP PBF budget system expires in December 2017. Vendor support for various required infrastructure software related to the SAP PBF product will expire on or before December 2017. The County needs to identify the optimal upgrade strategy to achieve the desired performance and functionality improvements. The project is proposed to be implemented in two phases:

- Phase 1 (FY 16-17): This phase will include professional services to assist the County with determining the optimal budget system upgrade strategy and to perform a proof of concept to help validate findings.
- Phase 2 (FY 17-18): This phase will perform required system upgrades identified in Phase 1.

The expected outcomes of this investment include:

- Identify options to improve report processing time;
- Identify options to improve budget form processing time;
- Identify options to replace customizations with delivered standard functionality adopted to County requirements & investigate new features;
- Perform proof of concept to quantify potential improvements.

**Anticipated Timeline and Cost:** The project is expected to use existing vendor - SAP to complete phase 1. The expected timeline for the completion of phase 1 will be 12 months.

**One-Time Cost: \$160,000**

### Replace Emergency Communications Van Radio

**Background:** County Communications Department provides emergency call answering and dispatching services for county unincorporated regions in four areas: Law Enforcement, Fire, Medical and Local Government. Department's mobile emergency control center (MECC) vehicle's existing dispatch radio consoles and radios are incompatible with and incapable of operating on the new Silicon Valley Regional Communications System (SVRCS). Manufacturer has discontinued technical support and repair parts for the radio consoles.

**Overview:** This recommended project is to provide equipment and engineering services to implement new radio dispatch consoles and multi-band radios in new SVRCS subnet for full local and remote operation. Department staff will install and maintain radio equipment. Vendor will engineer and install SVRCS subnet.

**Anticipated Timeline and Cost:** The project is expected to use an existing Board-approved contract and will be completed within 12 months.

**One-Time Cost: \$200,000**

## Replace Warrant Printing Software

**Background:** The current application to print the A/P, Payroll and SSA warrants is no longer being upgraded by the vendor resulting in increased security risks and potential for workflow delays.

**Overview and Expected Outcomes:** This recommended project will explore and obtain an optimal solution for the County. Exploring cloud application solutions, on premise application or a warrant printing service. There are various departments currently using different solutions to print out warrants and other formatted forms/documents.

The expected outcomes of this investment include the ability to perform the existing system functionality in a secure and cost effective manner and establish a universal platform for County Departments to operate upon.

**Anticipated Timeline and Cost:** The project is expected to be completed within 12 months. The \$200,000 one-time request is for professional services, implementation and licensing. Ongoing yearly maintenance costs are estimated at \$50,000.

**Ongoing Cost: \$50,000**  
**One-Time Cost: \$200,000**

## Replace Animal Control Radio

**Background:** The County Communications Department provides emergency call answering and dispatching services for county unincorporated regions in four areas: Law Enforcement, Fire, Medical and Local Government. One of the departments served under Local Government arena is the Consumer and Environmental Protection Agency (CEPA). The Agriculture and Environment Management unit within CEPA provides 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.

**Overview and Expected Outcomes:** This recommended project replaces an obsolete and unsupportable radio system with dual-band trunk enabled digital radios capable of operation on new shared regional interoperable radio system.

**Anticipated Timeline and Cost:** The project is expected to be completed in twelve months. The capital request is to procure and install four mobile radios. The ongoing cost of \$2,315 is for annual maintenance after the project is completed.

**Ongoing Cost: \$2,315**  
**One-Time Cost: \$80,000**

## Implement OnBoard Module from NEOGOV

**Background:** The Employee Services Agency uses about 10 Service Centers to on-board new hires. Currently, scheduling an appointment to meet either one-on-one or with a group of new hires to review and complete the new hire packet takes an average of one hour and 30 minutes per person. With over 3,000 new hires processed a year, it is time consuming for both the Service Center staff and new hires to go over the material and have the appropriate forms completed within the mandated timelines.

Additionally, routing New Hire paperwork is not fully secure. It is currently routed through an email, hand-carried, or attached to the electronic EPAR documentation. Not only does this create security challenges, it allows for inaccuracy and at times can slow down the new hire process.

**Overview and Expected Outcomes:** This project request is to add a new module to the enterprise NeoGov system to streamline 3,000 new hire/rehire/extra help annually in paperwork, process and training, as well as provide a new hire portal with interactive collaboration, Q&A, documents, training, and videos. The County has a contract with NEOGOV for the Applicant Tracking System, Test Management System, and OPAC/Biddle Integration. On-boarding would be another component added to an existing contract.

The expected outcomes of this investment include:

- Processing timeline to finalize New Hire paperwork will decrease by at least 25%; forms will be electronically filed accurately 100% of the time;
- New Hire paperwork should be finalized 100% within the same pay period as effective date of hire, with the content being 100% secure;
- Most, if not all, New Employee Orientation (NEO) training would be provided in advance, thus reducing or eliminating the need for a specific instructor-led course;
- New Hires will acclimate to County culture sooner.

**Anticipated Timeline and Cost:** The County has an existing contract with NeoGov and is adding a new onboarding module as well as implementation and training is expected to take about three months.

**Ongoing Cost: \$87,300**  
**One-Time Cost: \$94,800**

### Investigate Self-Service Benefits System Options

**Background:** ESA and departmental Service Center staff currently manages benefits for approximately 17,000 active County employees and 10,000 retirees. The current enrollment and billing administration system is inefficient, time-consuming, prone to errors due to manual entry, and potentially exposed to confidentiality risk due to a paper-intensive process.

**Overview and Expected Outcomes:** This recommended project is requested to implement a self-service benefits management module or a customized web-based application which can be interfaced with PeopleSoft and used by the 27,000 active employees (EE) and retirees. The proposed project is to conduct an assessment for potential solutions for a self-service benefits enrollment/management system.

The expected outcomes of this investment include:

- Reduce staff processing time to enroll or make changes to employees' benefit elections;
- Reduce staff processing time to determine benefits eligibility for short-term and; extra-help rehires.

- Reduce the number and dollar impact of benefits adjustments;
- Increase business intelligence capability and benefits cost savings;
- Increase reporting capability on types and actual benefit costs;
- Increase ability to be responsive and predict health trends to assist with benefit s negotiation.

**Anticipated Timeline and Cost:** This recommended project requires an RFP to search for a vendor with expertise in benefits administration, benefit billings and payments, and account receivables. The project is estimated to be completed within 12 months.

**One-Time Cost: \$150,000**

### Image Conversion Project - Phase 2

**Background:** The Clerk-Recorder's Department is tasked with protecting, preserving, and maintaining access to the history of the lives of the citizens of Santa Clara County. These records, which include vital and land records, are stored in books and film which date back to 1858. Digitizing these records is required to preserve this data.

**Overview and Expected Outcomes:** In FY 15-16, the Board approved funding for the 1st phase of this project, which was to convert County Clerk Recorder film records through 1980. This project is currently underway. For FY 16-17, the 2nd phase of this project - to convert document images for films records for years 1960 through 1979. This will be a multi-year project spanning 2 years (FY 16-17 and F Y17-18). Phase 3 of this project (targeted for FY 18-19 and FY 19-20) will convert County book records from 1858 to 1959.

The expected outcomes of this project include:

- Increased and secured access for Public and County Agencies;
- Significant minimization deterioration of physical records;
- Increased efficiency for staff with the management of records;



- Increased support and future scalability with the format of these records;
- Ensured compliance with Government Codes 6253, 27322.2, 27322.4.

**Anticipated Timeline and Cost:** This second phase of the project will span two years and this recommended action 1 provides funding from the Clerk-Recorder's Modernization Fund for FY 16-17. An additional \$450,000 will be requested through FY 17-18 to fund year two of this second phase.

**One-Time Cost: \$475,000**

## Implement Volunteer Management - Phase 2

**Background:** Volunteers are used by multiple Agencies/Departments within the County to provide needed services. The County does not have an effective method for the Public to find and/or apply for volunteer opportunities available to them nor does the County have an effective method of identifying or managing individuals who are volunteers.

In FY 15-16, the County went through a competitive bidding and selected Samaritan Technologies to provide a Volunteer Management System (VMS). The system provides the information and processes needed by the volunteers and volunteer coordinators, such as defining skill requirements, scheduling volunteers, communicating when and where volunteers are needed, collecting and reporting metrics, and providing communications. The VMS also allows potential volunteers to search for opportunities.

A Master Contract was executed for an Enterprise license. The initial phase was the development of the Countywide framework and meeting the specific needs of Parks & Recreation. Subsequent Agencies/Departments were to be processed as Contract Releases. Each Agency/Department will have a statement of work detailing the work and costs involved.

**Overview and Expected Outcomes:** This project request is to migrate the 2nd wave of departments to the Countywide Volunteer Management System (VMS) acquired in FY 15-16. Statements of Work (SOW) are currently being developed for Office of Emergency Services (OES), Animal Shelter, Corporate

Authentication (SSO), and DocuSign Integration. Valley Medical Center (VMC), Registrar of Voters (ROV), and Master Gardeners are next in line.

The expected outcomes of this investment include:

- Number of individuals volunteering for County opportunities will increase;
- Effort expended by County staff to track and manage volunteers will decrease;
- Visibility will exist into the number of individuals volunteering within the County and the services they are providing.

**Anticipated Timeline and Cost:** The estimated time to roll out functionality for each department is between 4 to 6 months. This request includes foundational system integration for two departments - OES & Animal Shelter. It is estimated that additional one-time funds will be required in FY 17-18 and FY 18-19. The ongoing funds of \$60,000 per year is the annual enterprise site license fee for the software.

**Ongoing Cost: \$60,000**  
**One-Time Cost: \$100,000**

## Enhance Customer Relationship Management (CRM) Dynamics

**Background:** The Equal Opportunity Department (EOD) is obligated by state and federal law to keep accurate records of all EOD complaints, investigations, and outcomes. Current paper file process allows for inefficiencies in record keeping. Online access for all cases for all representatives, would allow for more accurate reporting in real time, rather than looking for the paper file. An Access database, which is currently used by some EO Officers, is not a solution that allows for the efficient management of cases and incorporating all appropriate records required for a complete case file.

Equal Opportunity Department (EOD) and Labor Relations (LR) have an ongoing CRM project which will need revision, enhancements, and possible development of new features to leverage maximum use of current CRM system and revise work flow functionality. Specifically, EOD in the process of re-examining all business processes, procedures and policies for EOD. Due to workflows changing in the future for EOD, existing CRM will need to be modified.



**Overview and Expected Outcomes:** This recommended project continues enhancements and the possible development of new features to leverage maximum use of current CRM system and revise work flow functionality.

The expected outcomes of this investment include a reduction of the average time to close a case, and better department visibility to target issues due to more articulate and timely reporting.

**Anticipated Timeline and Cost:** The recommended project is expected to be completed within 15 months. One-time allocations will provide for a subject matter expert to assist with system updates in the new configurations, development of new reports, new dashboards and new custom code.

**One-Time Cost: \$50,000**

### Replace Warehouse Management System (WHIP)

**Background:** The Office of the Sheriff Custody Bureau's Food Services Unit produces, packages and delivers approximately 13,000 meals daily to inmates and staff year round. Cost for food and supplies exceed \$5.5 million dollars annually and processed within a 25,700 square feet food service warehousing space. There is currently no inventory system for these goods outside of manual hand counting of items. Having a system in place to analyze individual items and to routinely do overall comparisons electronically, such as inmate population fluctuation vs. food served, will allow managers to routinely monitor and better manage costs.

**Overview and Expected Outcomes:** This recommended project will conduct an assessment to find a suitable replacement option for the outdated WHIP system. For proper fiscal management, it is additionally critical to be able to identify and capture data related to trends and usage information for cost control. The expected outcomes of this investment will result in a report that will enable the development phase of the project, which will be requested in a future fiscal year.

**Anticipated Timeline and Cost:** This recommended project may be accomplished with existing toolsets and systems in place today. If not possible, then an RFP may be necessary. The assessment phase of the project is

expected to be completed in 12 months. The ongoing amount is an estimate of licensing cost. True cost will be known once a product is selected.

**Ongoing Cost: \$15,000**  
**One-Time Cost: \$150,000**

### Procure and Implement a Digital Evidence and Document Management System

**Background:** The Office of the Sheriff currently relies heavily on paper-based records and inadequate tools for digital evidence management. To support its mission to serve the public, adhere to growing requirements of digital evidence management, and greatly increase staff efficiency a new digital media management system is needed. The purpose of this system is two-fold, to image and catalogue, then to digitally store records and securely manage digital evidence in a central, auditable repository.

**Overview and Expected Outcomes:** The project will seek to procure a digital evidence system for securely and effectively storing and retrieving digital information in a centralized manner. It will likely require an RFP solicitation or possibly leveraging efforts undertaken by the District Attorney's solicitation. Critical interfaces will also be required to allow secure digital evidence creation from Records Management System (RMS) and Jail Management System (JMS) systems and to interact with the Countywide digital evidence broker.

The expected outcomes of this investment include:

- Provide more flexible options to store and distribute digital evidence;
- Support more seamless chain of custody management related to digital evidence;
- Improve capabilities and options for storage and retrieval of digital evidence; and
- Increase staff efficiency in the creation and management of digital evidence.

**Anticipated Timeline and Cost:** Implementation is estimated to take 12 months and is expected to require an RFP solicitation. One-time software acquisition cost is estimated to be \$900,000 with ongoing costs estimated at \$80,000.

**Ongoing Cost: \$80,000**  
**One-Time Cost: \$900,000**

## Procure and Implement a Staff Scheduling System

**Background:** The Office of the Sheriff is in need of an automated Staff Scheduling System designed specifically for Law Enforcement. The system should be able to interface with the County Time Management System (Kronos) and PeopleSoft. The goal of this recommended project is to eliminate lengthy and manual process of entering complicated bids for positions, shifts and time off. The process entails supervisors making endless communications, organizing paper bid forms and processing bid outcomes.

**Overview and Expected Outcomes:** The project will seek to procure a staff scheduling system. The proposed solution will include the capability to interface with County wide personnel systems with the following expected outcomes:

- Decrease staff time required to enter bids for positions, shifts and time off;
- Eliminate manual processing and communication overhead for supervisors;
- Interface to existing time management and personnel systems (Kronos and PeopleSoft).

**Anticipated Timeline and Cost:** Implementation is estimated to take one year and is expected to require an RFP solicitation. This project may also leverage efforts undertaken by the District Attorney's solicitation. One-time software acquisition cost is estimated to be \$100,000, with ongoing costs estimated at \$10,000.

**Ongoing Cost: \$10,000**  
**One-Time Cost: \$100,000**

## Non-ISD Departments General Fund Projects

### Enhance Tax Collection and Apportionment System

**Background:** The system stabilization and enhancement initiative that was launched in late FY 11-12 to focus on the critical needs that were not addressed in the initial deployment of the TCAS system is complete. The TCAS steering committee determined in March 2015 that ongoing operational support, maintenance, and enhancements be provided by an external vendor and approved budget for three years.

**Overview and Expected Outcomes:** This project request is to continue the enhancement of the Tax Collection and Apportionment System (TCAS) that was started in FY 15-16 and was already approved for funding in FY 16-17 and FY 17-18. The enhancements will facilitate the collection and apportionment of \$4.5 Billion in property tax revenue that is a major funding source for the County and many jurisdictions. This is for the 2nd year of the 3 years of funding that was approved.

The expected outcomes of this investment include:

- Improved business practices for collecting and apportioning approximately \$4.5 billion annually in property tax revenue
- Modern system that can be developed and customized to the needs of the business

**Anticipated Timeline and Cost:** The support, maintenance and enhancements will continue through June 2018. The total project cost of \$1.8 million will be spent in the increments of three budget requests. (\$800,000 was requested in FY 15-16 and will be spent).

**One-Time Cost: \$800,000**

### Acquire and Implement STRmix Probabilistic Genotyping

**Background:** The District Attorney's Crime Laboratory is a nationally accredited forensic laboratory serving all criminal justice agencies in Santa Clara County. Examiners evaluate and analyze evidence, interpret results, provide expert testimony related to the full spectrum of physical evidence recovered from crime scenes, and offer technical assistance and training to all user agencies. Service is provided in the major analytical disciplines of controlled substance analysis, firearms/toolmarks, forensic biology (DNA), forensic toxicology, latent print processing, questioned documents, trace evidence and computer crimes.

**Overview and Expected Outcomes:** This request is to acquire an expert software system for DNA analysis. Some evidence has DNA from multiple persons mixed together. STRmix™ is designed by researchers and used by DNA reporting analysts for the interpretation of forensic DNA profiles, with particular application to complex DNA mixtures, with no restriction on the number of contributors. The concepts applied and the way that the system works are able to be understood by

DNA scientists with an appropriate background in DNA statistics and are able to be explained in court. This is critical for the acceptance of such an approach within the criminal justice system.

**Anticipated Timeline and Cost:** The total anticipated cost is \$110,000.

**One-Time Cost: \$110,000**

### Implement Healthlink in Behavioral Health Services

**Background:** Behavioral Health Services Department (BHSD) needs an electronic health record system to support multidisciplinary assessments, diagnosis management, centralized service scheduling, State reporting, referrals, bed management, medication management, alerts, service recording and billing. Behavioral Health in the Custody Settings will be going live on HealthLink in 2016 and 2017, in a phased approach. For Whole Person Care, Behavioral Health Services Countywide, needs to be considered.

**Overview and Expected Outcomes:** As HealthLink will not meet the needs of the specific billing rules (e.g. Short Doyle II), CoCentrix Profiler will remain as the billing solution with a charge interface developed between HealthLink and Profiler. With 's one-patient-one-record methodology, having BHSD use the HealthLink tools, will enable whole person care with primary care, specialty care and enable the sharing of clinical information in a secure manner with our Community Health Partners and other healthcare agencies using.

The expected outcomes of this investment include:

- Reduce duplication and redundancies;
- Improve program integration;
- Maximize provider productivity & improve customer service performance;
- Improve utilization management & system efficiencies;

**Anticipated Timeline and Cost:** This recommended project is expected to be completed in twelve months. Interfaces will also need to be implemented for ADT security systems and Charging interfaces.

This recommended project incorporates a County Executive's Recommended action to add 2.0 FTE Epic Report Writer positions to support this project and the

ongoing service this project will implement, and can be found in the Behavioral Health Section of the FY 16-17 Recommended Budget.

**One-Time Cost: \$1,693,304**

### Mental Health Call Center Expansion to Cisco

**Background:** The Mental Health Call Center is currently utilizing the NEC phone systems, which is not in alignment with systems used by either Substance Abuse Treatment Services or Valley Connection.

**Overview and Expected Outcomes:** The recommended project request is to migrate the Mental Health Call Center to the Cisco ACD platform enabling integration with the Substance Abuse Treatment Services and SCVMC's Valley Connection platforms, and improving coordination of care and customer satisfaction. The Health and Hospital System (HSS) Project Management Office (PMO) and ISD team will work with business stakeholders to gather requirements and deliverables to obtain a statement of work from the vendor. The effort will include implementation of Cisco VoIP and Unified Contact Center solutions.

The expected outcomes of this investment include:

- Minimize errors and redundancies;
- Reduce call times and drop off calls;
- Improve Customer Satisfaction resulting from improved care coordination;
- Improve system integration with the health plans core system.

**Anticipated Timeline and Cost:** This recommended project is expected to take eight months to implement, with two months to develop statement of work and 6 months of implementation.

**One-Time Cost: \$300,000**

### Implement Healthlink in Custody Health Services - Part 2

**Background:** Custody Health Services (CHS) is in the early stages of converting from their current NextGen electronic health record (EHR) to Healthlink. Approved initially by the Board in FY 15-16, this request provides funding for Phase 2 of the project.

**Overview and Expected Outcomes:** CHS is responsible for the supervision, security and care of over 3,000 men, women and youth across four correctional facilities within Santa Clara County, each providing a variety of clinical services and medical specialties to its patients. Given the uniqueness and variability of the CHS patient population, their associated needs, and the diversity of services offered within the CHS umbrella, a number of clinical, financial and other electronic systems are currently used to complete daily workflows and deliver patient care.

As part of its ongoing mission to providing patients with health care in a safe and secure environment, CHS has been searching for an EHR to provide a single integrated record so that caregivers would be able to securely and efficiently view relevant patient information from all episodes of care. The expected outcomes of this investment include:

- Improve access to medical information for SCC clinicians providing care across venues;
- Improve efficiency of care providers and staff by utilizing an integrated system;
- Reduce risk to patient safety by providing a single source medical record.

**Anticipated Timeline and Cost:** Medical care services in Juvenile Hall (provided by CHS), and the behavioral health services in Juvenile Hall (provided by BHSD), kicked off in January and will go live with the 2015 upgrade in November 2016. Medical and behavioral health services in CHS for adults at Main Jail and Elmwood will kick off in April 2016 and will go live in May 2017.

This request is to formally approve the one-time component of the project while the ongoing staff requirements are incorporated into the County Executive's Recommended action in the Custody Health Section of the FY 16-17 Recommended Budget. Total project funding of \$4.5 million was authorized by the Board of Supervisors in FY 15-16, to be split as follows: \$2.5 million in FY 15-16 and \$2.0 million in FY 16-17.

This recommended project incorporates a County Executive's Recommended action to add 2.0 FTE Epic Report Writer positions to support this project and the

ongoing service this project will implement, and can be found in the Custody Health Section of the FY 16-17 Recommended Budget.

**One-Time Cost: \$1,693,304**

## Public Safety & Justice Systems Program (PSJSP)

The scope of the PSJSP is a collection of shared and/or integrated business processes and information systems in public safety and justice agencies in Santa Clara County. The program encompasses a broad spectrum of projects and a large group of stakeholders, including all County adult and juvenile criminal justice agencies, the local Superior Court, all County Law Enforcement Agencies (LEAs) and State and Federal justice agencies that require access to County criminal and juvenile justice information. PSJSP will ensure privacy and security of information, facilitate seamless and integrated sharing of information to support Public Safety, Justice, and Emergency Management, and provide the information to the right place, at the right time and to the right person in a usable format. The implementation plan for the program spans four years. FY 16-17 funding requests represent year two of the program and will focus on the following elements:

- Continue work on the Countywide Data Exchange, including:
  - Message Broker & Data Exchanges
  - Security, Back-Up, Network, Disaster Recovery
  - Data Warehouse and Enterprise Content Management to manage data
  - Initial implementation of functions to manage Digital Evidence
- Completion of the Mainframe Re-Hosting
- Continuation of the Sheriff Records Management System (RMS)
- Continuation of the Jail Management System (JMS)
- Continue work on Adult & Juvenile Probation modules
- Completion of Referral Tracking

The primary objectives of the Public Safety and Justice Systems Program (PSJSP) are to:

- Improve the delivery of justice to County residents
- Enhance officer and public safety
- Provide a governance and management structure for Countywide enterprise technology efforts
- Implement new and enhanced information systems
- Promote collaboration and information sharing, and
- Provide guidance and oversight to major information technology initiatives in public safety and justice agencies in the County.

**Program Administration - Year 2:** Provide program and project management, business analysis, technical leadership and support and administrative services to the Public Safety & Justice Systems Program (PSJSP) and all projects falling within the program.

**One-Time Cost: \$1,500,000**

**Mainframe Re-hosting - Year 2:** The County needs to replace its aging mainframe infrastructure in this area due to the increasingly high cost of maintenance and operation of the existing infrastructure. Year 2 of this project includes contracting with the vendor to move our applications from Santa Clara County's mainframe to a third party mainframe. There will be ongoing costs to be identified as part of contract negotiations with the vendor to support the applications on the vendor platform.

**One-Time Cost: \$2,345,000**

**Countywide Data Exchange - Year 2:** Develop a County Justice Information Center that will support data sharing between criminal justice agencies, shared services and reporting such as prisoner movement lists for Court appearances, business intelligence across agency and department data, and criminal history archives. During year 2, work will continue on the Countywide Data Exchange, including:

- Message Broker & Data Exchanges;
- Security, Back-Up, Network, Disaster Recovery;

- Data Warehouse and Enterprise Content Management to manage data; and
- Initial implementation of functions to manage Digital Evidence.

**One-Time Cost: \$17,567,500**

#### **Adult & Juvenile Probation Case Management**

**System:** The Adult Probation Department uses CJIC to manage and track adult offenders, in conjunction with an in-house-developed set of applications built on very old and unsupported technology. The Juvenile Probation Department uses the Juvenile Record System (JRS) which is similar to CJIC, and in-house applications built on the very old and unsupported technology. Functionality now exists in the marketplace to implement one system for all of Probation while ensuring the security and privacy of juvenile information. New mandates such as Assembly Bill 109, affecting prisoner supervision and re-entry, have significantly affected Adult Probation operations. New systems are required to replace aging technology and keep up with changing business needs. In FY 15-16, the business requirements were defined and the Request for Proposals is scheduled for issue in June 2016. Year 2 (FY 16-17) of this project will include final vendor selection and the initial phases of implementation of selected software. Both the Probation Case Management System and the JMS will be procured in parallel, and functionality common to both custody and supervision operations will be assessed in a collaborative manner. The County intends to select systems that meet individual agency business needs as well as provide for shared functions.

**One-Time Cost: \$9,525,000**

**Records Management System Replacement - Year 2:** The Sheriff's Office uses a legacy in-house-developed Incident and Activity Reporting System to track law enforcement activities and to support billing of contract cities. Year 2 continues implementation of a Commercial-Off-The-Shelf (COTS) Records Management System (RMS) to replace the legacy system and provide additional much-needed functionality to the Sheriff's Office. This project is a key component in the County's Public Safety and Justice Systems Program that will enhance the current level of

integration, collaboration and data sharing among criminal justice agencies, and improve the administration of justice in the County.

**One-Time Cost: \$1,927,900**

**Jail Management System:** Currently, the Department of Correction uses the legacy Criminal Justice Information Control (CJIC) application to manage and track offenders. Much functionality required to operate a jail does not exist in CJIC, so several in-house applications have been developed over the years to meet the

additional business needs. Both the in-house applications and the CJIC System are at end-of-life and need to be replaced. In addition, new mandates such as Assembly Bill 109, affecting prisoner realignment and re-entry, will have significant impacts on jail operations. In FY15-16, the business requirements were defined and the Request for Proposals is scheduled for issue in June 2016. Year 2 (FY 16-17) of this project will include final vendor selection and the initial phases of implementation of selected software.

**One-Time Cost: \$7,550,000**

### Information Services— Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
014501	Information Services Fund 0001	25,432,964	31,190,301	11,538,638	66,738,985	35,548,684	114.0%
014502	Messenger Driver - Records Ret Fund 0001	471,062	607,849	575,125	576,280	(31,569)	-5.2%
014574	Information Services Fund 0074	49,863,365	65,351,498	72,952,385	77,305,817	11,954,319	18.3%
014577	Printing Operations Fund 0077	1,873,657	2,392,619	2,272,608	2,506,565	113,946	4.8%
<b>Total Net Expenditures \$</b>		<b>77,641,048 \$</b>	<b>99,542,267 \$</b>	<b>87,338,755 \$</b>	<b>147,127,646 \$</b>	<b>47,585,380</b>	<b>47.8%</b>

### Information Services— Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
014501	Information Services Fund 0001	25,432,964	31,190,301	11,538,638	66,738,985	35,548,684	114.0%
014502	Messenger Driver - Records Ret Fund 0001	2,044,926	2,085,189	2,273,125	2,274,280	189,091	9.1%
014574	Information Services Fund 0074	50,054,734	65,434,625	73,035,512	77,388,944	11,954,319	18.3%
014577	Printing Operations Fund 0077	1,873,657	2,392,619	2,272,608	2,506,565	113,946	4.8%
<b>Total Gross Expenditures \$</b>		<b>79,406,281 \$</b>	<b>101,102,734 \$</b>	<b>89,119,882 \$</b>	<b>148,908,773 \$</b>	<b>47,806,040</b>	<b>47.3%</b>



### Information Services— Budget Unit 145 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 34,884,827	\$ 49,188,836	\$ 51,910,970	\$ 53,964,829	\$ 4,775,993	9.7%
Services And Supplies	43,235,527	51,100,229	36,963,116	92,550,148	41,449,920	81.1%
Fixed Assets	1,285,927	813,669	245,796	2,393,796	1,580,127	194.2%
<b>Total Gross Expenditures</b>	<b>\$ 79,406,281</b>	<b>\$ 101,102,734</b>	<b>\$ 89,119,882</b>	<b>\$ 148,908,773</b>	<b>\$ 47,806,040</b>	<b>47.3%</b>
Expenditure Transfers	(1,765,233)	(1,560,467)	(1,781,127)	(1,781,127)	(220,660)	14.1%
<b>Total Net Expenditures</b>	<b>\$ 77,641,048</b>	<b>\$ 99,542,267</b>	<b>\$ 87,338,755</b>	<b>\$ 147,127,646</b>	<b>\$ 47,585,380</b>	<b>47.8%</b>

### Information Services— Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
014501	Information Services Fund 0001	\$ 6,724,163	\$ 1,130,002	\$ 1,162,760	\$ 1,637,760	\$ 507,758	44.9%
014574	Information Services Fund 0074	51,192,147	64,417,794	72,521,434	75,956,427	11,538,633	17.9%
014577	Printing Operations Fund 0077	1,755,195	2,138,111	2,288,973	2,288,973	150,862	7.1%
<b>Total Revenues</b>		<b>\$ 59,671,505</b>	<b>\$ 67,685,907</b>	<b>\$ 75,973,167</b>	<b>\$ 79,883,160</b>	<b>\$ 12,197,253</b>	<b>18.0%</b>

### Information Services— Budget Unit 145 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Other Government Agencies	\$ 90,420	\$ —	\$ —	\$ —	—	—
Revenue From Use Of Money/Property	60,371	39,346	69,892	69,892	30,546	77.6%
Aid From Government Agencies - Federal	234,310	466	466	466	—	—
Charges For Services	52,744,387	66,404,288	74,720,992	78,153,469	11,749,181	17.7%
Other Financing Sources	6,542,017	1,241,807	1,181,817	1,659,333	417,526	33.6%
<b>Total Revenues</b>	<b>\$ 59,671,505</b>	<b>\$ 67,685,907</b>	<b>\$ 75,973,167</b>	<b>\$ 79,883,160</b>	<b>\$ 12,197,253</b>	<b>18.0%</b>





**Information Services Fund 0001 — Cost Center 014501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 31,190,301	\$ 1,130,002
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	28,108	—
IntraCounty Adjustments	—	2,501,474	32,758
Other Adjustments	—	(22,181,245)	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 11,538,638</b>	<b>\$ 1,162,760</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 403,885	\$ 475,000
Decision Packages			
Annual Refresh Desktops & Laptops	—	1,000,000	—
Fixed Assets	—	1,000,000	—
Transfer Ongoing Budgets for Operational Projects	—	(338,000)	—
Information Technology			
Replace iVOS and RiskMaster with RMIS/Claims Management	—	2,200,000	—
Replace Obsolete Nortel Phone Systems	—	2,600,000	—
Annual Allocation for Security Projects	—	1,000,000	—
Upgrade County Internet Firewalls	—	809,647	—
Implement Custody Bureau Body Worn Cameras	—	715,000	—
Professional Services to Lead Office 2016 Image Refresh	—	150,000	—
Implement IT Asset Management - Part 2	—	300,000	—
Replace/Upgrade SCCLearn (SABA)	—	530,000	—
Migrate DCSS to O365 and SCC Active Directory	—	250,000	—
BU145 Replace Microwave System Radio	—	1,200,000	—
Professional Services to Assist Upgrading SAP PBF	—	160,000	—
Replace Emergency Communications Van Radio	—	200,000	—
Replace Warrant Printing Software	—	250,000	—
Replace Animal Control Radio	—	82,315	—
Implement OnBoard Module from NEOGOV	—	182,100	—
Investigate Self-Service Benefits System Options	—	150,000	—
Image Conversion Project - Phase 2	—	475,000	—
Implement Volunteer Management - Phase 2	—	160,000	—
Enhance Customer Relationship Management (CRM) Dynamics	—	50,000	—
Replace Warehouse Management System (WHIP)	—	165,000	—
Procure and Implement a Digital Evidence and Document Manage	—	980,000	—
Procure and Implement a Staff Scheduling System	—	110,000	—
BU145 Year 2 Program Administration PSJSP Roadmap	—	1,500,000	—
BU145 Year 2 Mainframe Rehosting PSJSP Roadmap	—	2,345,000	—
BU145 Year 2 County Justice Info Center PSJSP Roadmap	—	14,650,000	—
BU145 Year 2 SHO Records Management PSJSP Roadmap	—	1,927,900	—
BU145 DOC - Jail Management System PSJSP Roadmap	—	7,550,000	—



**Information Services Fund 0001 — Cost Center 014501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
BU145 Year 2 PROB- Adult & Juvenile Case Mngt PSJSP Roadmap	—	9,525,000	—
BU145 Year 2 PSJSP Enterprise Content Mgmt & Digital Evidenc	—	2,917,500	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 55,200,347</b>	<b>\$ 475,000</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 66,738,985</b>	<b>\$ 1,637,760</b>

**Messenger Driver - Records Ret Fund 0001 — Cost Center 014502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 607,849	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,434	—
IntraCounty Adjustments	—	(262,443)	—
Other Adjustments	—	219,285	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 575,125</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,155	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,155</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 576,280</b>	<b>\$ —</b>

**Information Services Fund 0074 — Cost Center 014574**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0074 - Data Processing ISF (Fund Number 0074)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	305.0	\$ 65,351,498	\$ 64,417,794
Board Approved Adjustments During FY 2016	1.0	212,190	199,180
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,893,511	—
IntraCounty Adjustments	—	702,759	7,554,189
Other Adjustments	—	4,792,427	350,271
<b>Subtotal (Current Level Budget)</b>	<b>306.0</b>	<b>\$ 72,952,385</b>	<b>\$ 72,521,434</b>



**Information Services Fund 0074 — Cost Center 014574**  
**Major Changes to the Budget**

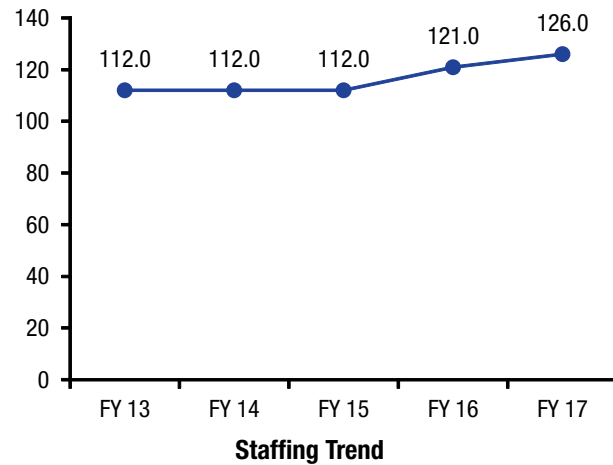
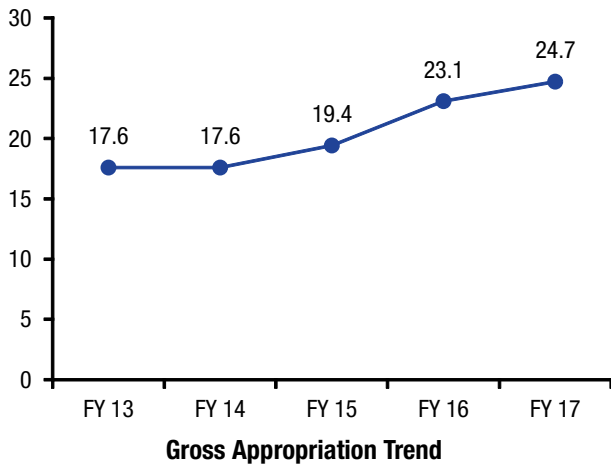
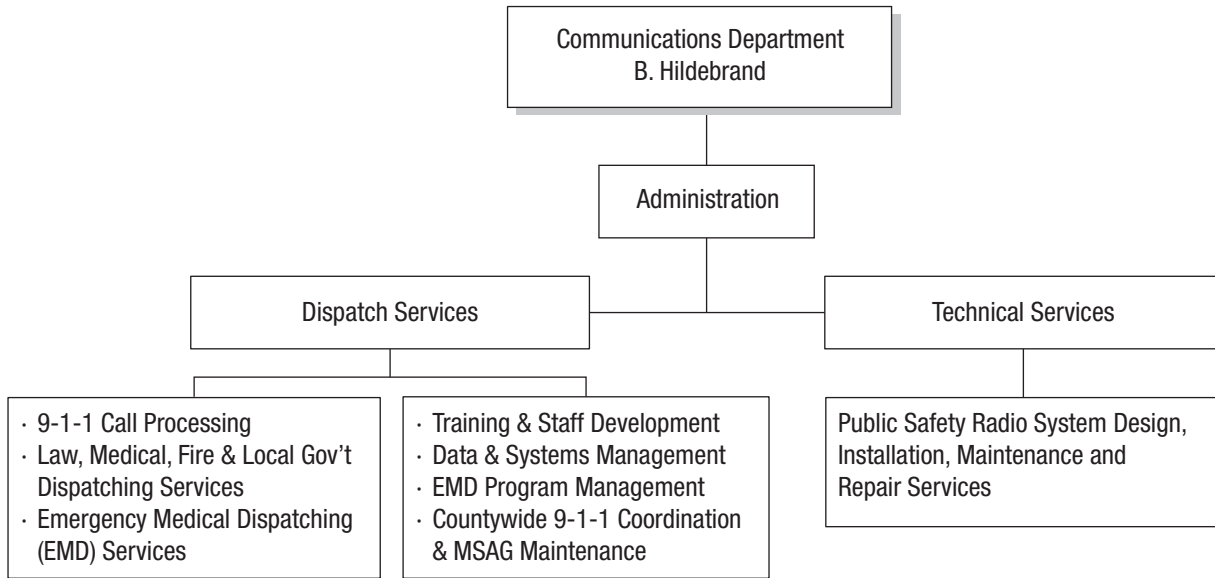
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ 3,432,408
Decision Packages			
Address Deficits in Business Operations and Asset Management	4.0	635,110	1,686
Transfer Ongoing Budgets for Operational Projects	—	338,000	579
Office 365 Management and User Adoption	4.0	801,371	—
Project Management Support and Oversight of Major Projects	2.0	272,253	—
Provide Infrastructure Support to Complete 0365 Implementati	2.0	364,613	169
Ongoing Funding For Newly Implemented Efficiencies	—	880,000	82
Add Four Unfunded Unclassified Analysts	4.0	—	—
Fixed Assets	—	918,000	—
Increase Support for Information Privacy & Security Unit	1.0	144,085	69
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>17.0</b>	<b>\$ 4,353,432</b>	<b>\$ 3,434,993</b>
<b>Recommended Budget</b>	<b>323.0</b>	<b>\$ 77,305,817</b>	<b>\$ 75,956,427</b>

**Printing Operations Fund 0077 — Cost Center 014577**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0077-Printing Services ISF (Fund Number 0077)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 2,392,619	\$ 2,138,111
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	30,889	—
IntraCounty Adjustments	—	(69,502)	150,862
Other Adjustments	—	(81,398)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 2,272,608</b>	<b>\$ 2,288,973</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3,957	\$ —
Decision Packages			
Fixed Assets	—	230,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 233,957</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 2,506,565</b>	<b>\$ 2,288,973</b>



# 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

### Recruitment and Retention

Dispatching Operations has had an increasing reliance on overtime to maintain adequate coverage of 24/7 post positions. The continued need for mandatory overtime over an extended period of time has significantly eroded employee morale, co-worker relations and the quality of the workplace environment. County Communications is working on measures to address issues to achieve full staffing, such as gaining approval for additional staff dedicated to recruitment, training and staff development, hiring a recruitment and training expert to provide interim support, and instituting continuous recruiting and hiring procedures. The Department is also renewing focus on training procedures and retention factors, and obtaining funds to purchase specialized records/learning management software to significantly increase training record keeping accuracy and efficiency.

### New Technology

County Communications is procuring new 9-1-1 system equipment that will make it possible to receive reports of emergencies via Internet, telematics (On-Star), text messaging, email, video and photo feeds. 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. An unavoidable consequence of the new

system is the emotional impact of viewing these images. This will require new and enhanced training to mitigate their potential adverse effect.

### Regional Interoperable Communications

Beginning in 1998, there has been a regional effort to achieve communications interoperability, with the County acting as a leading participant. As a member of the Silicon Valley Regional Interoperability Authority (SVRIA), the County continues to be involved and is giving technical and administrative expertise in managing the Silicon Valley Regional Communications System (SVRCS) project on behalf of SVRIA. SVRCS is a shared 700 MHz digital trunked radio system designed to enable interoperable communications between all public safety agencies in Santa Clara County. The SVRCS design includes one master site, 3 prime controller sites, 25 radio sites and 6 standalone repeater sites. Since the project began in September 2012, only the master site, two prime sites, and 10 radio sites have been installed and fully operational. This is due to the dependence on diminishing Homeland Security grant program funding. In June 2015, the Board of Supervisors approved County participation in a three-year plan for SVRIA and SVRCS users to jointly purchase the remaining infrastructure needed to fully implement the SVRCS, as well as providing for its ongoing maintenance through 2029.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Provide Training to Improve Retention of Dispatching Staff	↑	These resources will assist to enhance efforts in area of training and staff development.	—	55,000	—
Provide Maintenance for Voice and Data Logging Recorders	↑	These resources will enhance dispatch services.	—	77,000	—
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



### ↑ Provide Training to Improve Retention of Dispatching Staff

**Recommended Action:** Allocate \$55,000 in ongoing funding to obtain professional services to enhance the efforts of training and retaining the dispatching staff.

**Service Impact:** Additional resources are necessary as part of an overall plan to address the recruitment and retention challenges of County Communication. The ability to obtain the appropriate professional services will reinforce existing training and retention methods, in such areas as team - building, leadership, operational efficiencies, stress management and other skills helpful in coping with the pressures inherent in the job of emergency dispatching. During the FY 15 -16 mid- year budget review, additional staff was added to increase training program staff, and providing additional supervisory coverage for dispatchers.

Additional funding is necessary for the annual maintenance support for the Target Solutions records management system (RMS) and a new learning management system (LMS) software license. The Target Solutions RMS/LMS platform delivers training curriculum on line, providing a more efficient and accurate tracking of individual training records, as well as allowing the Department to share training resources with the other public safety departments in the County.

The web-based platform allows dispatcher training to be conducted in the classroom, as well as the dispatch consoles when there are lower staffing levels.

**Ongoing Cost: \$55,000**

### ↑ Provide Maintenance for Voice and Data Logging Recorders

**Recommended Action:** Allocate \$77,000 in ongoing funding to obtain ongoing maintenance support for two new digital audio logging recorders.

**Service Impact:** County Communication has two digital logging recorders, located within Dispatch Operations, which record all Dispatch Operations telephone lines, including incoming 9-1-1 trunks, as well as all two-way radio traffic at the dispatchers radio consoles.

The logging recorders are critical to the operations of the Department. The logging recorders provide dispatchers with immediate access to verify information on current and recent calls, as well as serving as evidence recordings when subpoenaed or are requested by law enforcement agencies, as well as providing quality assurance monitoring capability to maintain emergency medical dispatching certifications. The two logging recorders were acquired in 2013. Ongoing annual maintenance support will ensure usage of the equipment.

**Ongoing Cost: \$77,000**

## Communications Department— Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 12,346,587	\$ 16,751,257	\$ 18,014,558	\$ 18,181,589	\$ 1,430,332	8.5%
019002	Communications Tech Svcs Div Fund 0001	861,350	136,632	225,873	228,345	91,713	67.1%
<b>Total Net Expenditures</b>		<b>\$ 13,207,936</b>	<b>\$ 16,887,888</b>	<b>\$ 18,240,430</b>	<b>\$ 18,409,933</b>	<b>\$ 1,522,045</b>	<b>9.0%</b>



**Communications Department— Budget Unit 190**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 18,082,113	\$ 21,032,452	\$ 22,295,753	\$ 22,462,784	\$ 1,430,332	6.8%
019002	Communications Tech Svcs Div Fund 0001	2,187,081	2,176,189	2,265,430	2,267,902	91,713	4.2%
<b>Total Gross Expenditures</b>		<b>\$ 20,269,193</b>	<b>\$ 23,208,640</b>	<b>\$ 24,561,182</b>	<b>\$ 24,730,685</b>	<b>\$ 1,522,045</b>	<b>6.6%</b>

**Communications Department— Budget Unit 190**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 14,360,376	\$ 17,453,264	\$ 19,525,949	\$ 19,525,949	\$ 2,072,685	11.9%
Services And Supplies	5,908,817	5,755,376	5,035,233	5,204,736	(550,640)	-9.6%
<b>Total Gross Expenditures</b>	<b>\$ 20,269,193</b>	<b>\$ 23,208,640</b>	<b>\$ 24,561,182</b>	<b>\$ 24,730,685</b>	<b>\$ 1,522,045</b>	<b>6.6%</b>
Expenditure Transfers	(7,061,257)	(6,320,752)	(6,320,752)	(6,320,752)	—	—
<b>Total Net Expenditures</b>	<b>\$ 13,207,936</b>	<b>\$ 16,887,888</b>	<b>\$ 18,240,430</b>	<b>\$ 18,409,933</b>	<b>\$ 1,522,045</b>	<b>9.0%</b>

**Communications Department— Budget Unit 190**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 2,039,646	\$ 1,046,927	\$ 1,046,927	\$ 1,046,927	—	—
019002	Communications Tech Svcs Div Fund 0001	153,088	149,849	149,849	149,849	—	—
<b>Total Revenues</b>		<b>\$ 2,192,734</b>	<b>\$ 1,196,776</b>	<b>\$ 1,196,776</b>	<b>\$ 1,196,776</b>	<b>—</b>	<b>—</b>





## Communications Department— Budget Unit 190

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 10,053	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Charges For Services	1,896,243	1,186,476	1,186,476	1,186,476	—	—
Other Financing Sources	286,438	300	300	300	—	—
<b>Total Revenues</b>	<b>\$ 2,192,734</b>	<b>\$ 1,196,776</b>	<b>\$ 1,196,776</b>	<b>\$ 1,196,776</b>	<b>—</b>	<b>—</b>

## Communications Dispatching/Admin Fund 0001 — Cost Center 2550

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	109.0	\$ 16,751,257	\$ 1,046,927
Board Approved Adjustments During FY 2016	5.0	870,083	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	798,633	—
IntraCounty Adjustments	—	1,292,808	—
Other Adjustments	—	(1,698,223)	—
<b>Subtotal (Current Level Budget)</b>	<b>113.0</b>	<b>\$ 18,014,558</b>	<b>\$ 1,046,927</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 35,031	\$ —
Decision Packages			
Provide Training to Improve Retention of Dispatching Staff	—	55,000	—
Provide Maintenance for Voice and Data Logging Recorders	—	77,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 167,031</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>113.0</b>	<b>\$ 18,181,589</b>	<b>\$ 1,046,927</b>

## Communications Tech Svcs Div Fund 0001 — Cost Center 019002

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	12.0	\$ 136,632	\$ 149,849
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	121,619	—
IntraCounty Adjustments	—	(28,384)	—

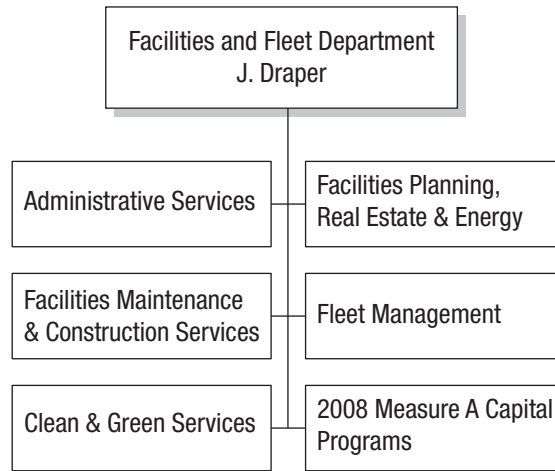


**Communications Tech Svcs Div Fund 0001 — Cost Center 019002**  
**Major Changes to the Budget**

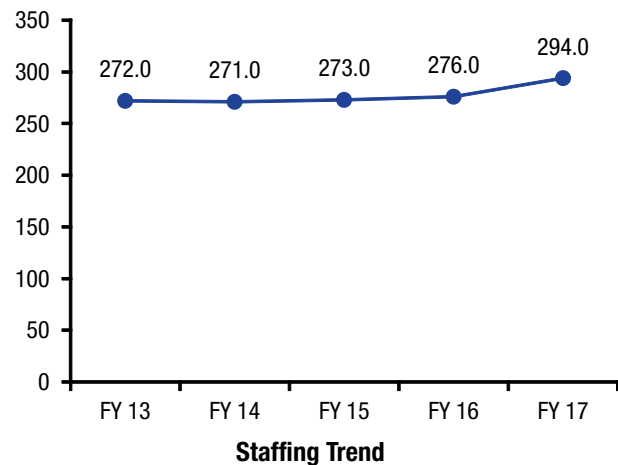
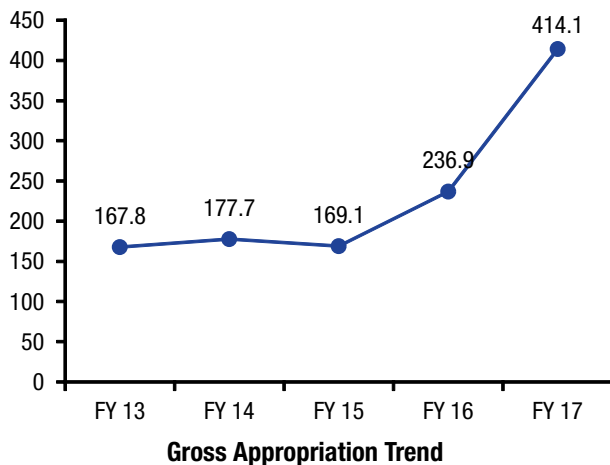
	Positions	Appropriations	Revenues
Other Adjustments	—	(3,994)	—
<b>Subtotal (Current Level Budget)</b>	<b>13.0</b>	<b>\$ 225,873</b>	<b>\$ 149,849</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,472	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,472</b>	<b>—</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 228,345</b>	<b>\$ 149,849</b>



# Facilities and Fleet Department



Section 1: Finance and Government



## Public Purpose

- ➔ **Design, Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents**
- ➔ **Energy Conservation, Fleet Management, Utilities, Waste Disposal and Cafeteria Management in a manner that assures the most effective use of taxpayer monies in support of services to County residents**



The Fuel Cell system installed at the Elmwood Correctional Facility is an 800 kilowatt system that generates 7 million kilowatt-hours of clean electricity each year, while saving the County an estimated \$2.5 million over the 20 year Power Purchase Agreement under which it was installed.

## Description of Major Services

The Facilities and Fleet Department (FAF) manages the facilities and fleet assets that enable County departments to meet the needs of a dynamic community, provide quality services, and promote a healthy, safe and prosperous community.

### Facilities Planning, Real Estate, Sustainability 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 260 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 two 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, various 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, and building systems replacement, along with maintaining 200 County-owned properties with nearly five 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 a partnership of the FAF building operations group and contractors selected through a rigorous and transparent public procurement process.

### Fleet Management

Fleet Management manages, and provides fuel for, nearly 1,600 vehicles and pieces of motorized equipment. County personnel drive nearly 14 million miles annually 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, multiple other local government agencies, and the California Highway Patrol.

### Administration

FAF Administration provides leadership, resource management, and planning for the entire department. Staff members within this group include those in contract management, fiscal services, human resource management, labor relations, intra-government relations, and the Emergency Operations Logistics of the County Emergency Operations Center. FAF

Administration also supports the newly formed Operational Area Council within the Infrastructure Committee.

### 2008 Measure A Capital Program Management

FAF partners with Santa Clara Valley Medical Center (SCVMC) to manage the Seismic Safety Program and 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

### Learning Organization

FAF continues efforts to incorporate the communication, problem solving, and employee empowerment elements of Just Culture into the work place. New employees are introduced to this process as part of the FAF on-boarding process, and staff meetings and communications reinforce the principles. The latest Countywide survey showed that, as a department, FAF had a higher response than the previous year. There continues to be opportunities for additional communication, but overall employees feel empowered to create change and a sense of synergy.

### Facilities Planning

- **County Civic Center and County Fairgrounds:** The Division of Asset and Economic Development in the Office of the County Executive and the Facilities and Fleet Department are collaborating to tackle two major facility master planning and reuse efforts involving the County Civic Center and the County Fairgrounds. This is discussed in more detail Office of the County Executive's section of the Recommended Budget.
- **Jail Needs:** FAF continues to support the Offices of the County Executive and Sheriff to address jail needs. FAF will play a principal role in the design and construction of the new Main Jail East, and is planning a variety of projects to enhance monitoring, access, and management of custodial populations within detention facilities. Recommendations for specific projects have been incorporated into the Five-Year Capital Improvement Plan.

- **Other Master Planning:** While there has been a high level of productivity related to the Civic Center and Fairgrounds Master Plans, additional focus is needed towards creating SCVMC and County Health Master Plans as well. In addition, the County needs a team dedicated to strategic and long range comprehensive planning for departments' facilities, to proactively plan for growth and changing needs versus reacting to unexpected changes. This team would match departments' needs to County real estate holdings and work space, and strive to maximize the development or use of the County's portfolio of property. It will also act as the liaison between departments and Capital Project Managers, to ensure a smooth transition from programming and funding, to construction and delivery.

### Utilities and Energy Management

- **Water:** Despite 2016's El Nino rains, drought conditions are predicted to worsen over the next few years, with no immediate relief currently predicted. Water companies are increasing their rates to encourage conservation and cover maintenance costs. FAF is expecting a 14 percent increase in water costs in the next Fiscal Year (FY), a trend likely to continue. It will therefore be important to resource water conservation projects to control costs. FAF is working with the Office of the County Executive to recommend water saving projects, including the possibility of on-site water recycling.



- **Electricity:** PG&E is expected to continue to add tariffs to the utility rates to fund their infrastructure modernization projects. FAF is expecting a four percent increase in the cost of electricity in FY 16-17. Thus, it continues to be important to resource energy conservation, maintenance, and renewable energy generation projects.
- **Renewable Energy:** FAF has began construction at five sites that will ultimately produce 10 megawatts of renewable solar power that will directly feed the grid and result in credits for the cost of electricity to operate County facilities. The estimated cost savings to the County is estimated to be greater than \$35 million over 25 years.

### Real Estate

- **Leased Property:** It continues to be difficult to find commercial properties to lease within areas where there are concentrations of the public seeking County services. Lease costs will therefore continue to increase for County departments, particularly in the north County area where the Valley is experiencing significant economic success. FAF is working to competitively identify brokers that have specific areas of focus aligned with the Board of Supervisor priorities, including Affordable/Supportive Housing and Health and Human Services.
- **Affordable Housing:** FAF continues to work with the County Executive, the Director of Homeless Systems, and the Office of Asset and Economic Development to address the goal of implementing affordable housing solutions. In the meantime, the County is experiencing increased levels of homeless encampments at vacant and occupied County-owned properties.

### Facilities Maintenance & Repair

- **Maintenance Program:** The average County building is nearly 40 years old, and the estimated maintenance backlog is roughly \$500 million. The Board's policy for investing in its own infrastructure is two percent of the current replacement value of the facilities, but for the past 10 years the County has invested in the maintenance of its facilities at a rate of slightly above one percent.

### Construction Marketplace

- **Workforce:** With the improvement in the local economy engineers, architects, building tradesmen, and qualified managers are less willing to move to government jobs because of voter-approved state-wide pension reform. In addition, building trades in general are attracting fewer people into those careers because of comparatively low wages in this area. Thus, FAF's strategy is to try and hire just enough qualified staff to perform preventive maintenance, minor repairs, and address facility casualties, while outsourcing major repairs and sizeable unplanned work.
- **Cost of Materials:** FAF continues to see higher costs for materials and labor for public works jobs. Many Engineer cost estimates that were developed over the past year are short of low bid responses by more than 15 percent.

### 2008 Measure A Program

In late FY 2012, FAF was assigned oversight and construction management of the Measure A projects, including the Seismic Safety Program at the Santa Clara Valley Medical Center (VMC) and the new Downtown San Jose Health Center. The new Downtown San Jose Clinic is on track to be open and providing services in June 2016. The New Receiving and Support Center at the SCVMC Campus is also scheduled to open by then. The New Bed Building, Energy Plant, and North Utility Loop projects are currently scheduled for completion in the summer of 2017, with projected openings for service by the end of that calendar year.

### Fleet Management

If the FY 17-18 vehicle purchases are approved as part of the Recommended Budget, the County will achieve the goal of having 25 percent of the Fleet being alternatively fueled vehicles. With a diverse portfolio of vehicles that includes ones powered by compressed natural gas and electric fuels, development of the infrastructure needed to support these vehicles is important in order for County departments to adopt and use the vehicles.

### Emergency Preparedness

FAF continues work to put appropriate contracts in place to address planning and mitigation of disasters. These contracts include ones to handle debris management, donations management, and initial facility assessments.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Maintenance Project Manager Positions	↑	To support three work centers and allow FAF to execute a greater quantity of maintenance projects and large repairs.	3.0	\$285,977	\$67,600
Add Janitor Supervisor Position	↑	To manage after-hours maintenance and events and provide support to Janitor positions.	1.0	\$110,359	(\$18,393)
Add Janitor Positions	↑	To spread custodial workload among more positions and reduce the area an individual janitor is assigned to.	6.0	\$483,492	(\$80,582)
Add Building Inspector Position	↑	An increased ability to inspect self-permitted projects resulting in increased volume of maintenance projects.	1.0	\$63,735	\$33,400
Add Administrative Services Manager II Position	↑	To provide oversight of tenancy issues affecting County occupants.	1.0	\$159,486	(\$26,581)
Add HVAC/R Mechanic Positions	↑	To support additional work load caused by aging equipment and to perform boiler preventative maintenance.	3.0	\$519,942	(\$51,445)
Add Senior Construction Inspector Position	↑	To increase quality assurance monitoring for contracted work.	1.0	\$146,739	(\$8,964)
Add Capital Planning Position	↑	To direct and coordinate master planning projects and support capital programs by facilitating program development.	1.0	\$104,636	—
Add Unclassified Deputy Director Position	↑	To direct and coordinate capital projects addressing the operating and infrastructure concerns at the jails and reentry center.	1.0	—	—
Add FY17-18 Fleet Appropriation - Fund 73	↑	To allow vehicles to be put into service earlier and help with Fleet's cash flow by impacting depreciation revenue.	—	—	—
Increase Building Operations Expenses	↑	To provide additional resources for repairs and maintenance on Countwide facilities.	—	\$1,405,748	—
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

### ↑ Add Maintenance Project Manager Positions

**Recommended Action:** Add 3.0 FTE Maintenance Project Manager positions, \$52,600 in one-time costs for the acquisition of two vehicles, \$15,000 in one-time

costs for office configuration and \$25,400 in ongoing costs for vehicle fuel and maintenance.

**Service Impact:** The Maintenance Project Managers will support three work centers that are seeing significant increases in user requests for facility



improvements and larger repairs, which require both professional engineering expertise and outside construction proficiency beyond the Department's construction trades staff abilities. As the volume of these requests grow, there is a burgeoning need for more positions. Additional Maintenance Project Managers will allow the Department to execute a greater quantity of maintenance projects and large repairs. Use of these managers in lieu of additional staff, will allow the Department to leverage staff time via managing service contracts and other construction repair type contracts with a value of \$5,000,000 annually. Use of service contracts has allowed the Department to support larger repair projects beyond the in-house resources.

In order to conduct business, transportation for these positions are required. Two sedans are needed to execute a greater quantity of maintenance projects and large repairs. The added vehicles will allow staff to travel throughout the County, resulting in an enhanced service level for client departments.

**Positions Added: 3.0 FTE**  
**Ongoing Net Cost: \$285,977**  
**Ongoing Cost: \$499,143**

Ongoing Reimbursement from Fund 50 Capital Projects: \$213,166  
 Ongoing cost for vehicle fuel and maintenance: \$25,400  
 Ongoing cost for positions: \$473,703

**One-time Net Cost: \$67,600**  
 One-time vehicle purchase: \$52,600  
 One-time services and supplies: \$15,000

### ↑ Add Janitor Supervisor Position

**Recommended Action:** Add 1.0 FTE Janitor Supervisor position.

**Service Impact:** Currently there is no Supervisor at the County Government Center for after-hours maintenance and events. This position is needed to manage night shift Janitors, and Utility Workers who provide event set up and clean up services, along with providing redundancy in the event of an extended absence. The Department is responsible to coordinate more than 550 events throughout the year, which includes confirmation of scheduling, moving furniture, providing additional waste receptacles, and allowing access for non-County staff. In addition, this position is a working Supervisor that can assist workers in

performing tasks including but not limited to scheduled carpet cleaning, tile cleaning, and routine janitorial activities in various County buildings.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$110,359**  
**One-time Savings: \$18,393**  
 Salary savings reflecting time for recruitment

### ↑ Add Janitor Positions

**Recommended Action:** Add 6.0 FTE Janitor positions.

**Service Impact:** Additional Janitors will enable the Department to spread the custodial workload among more positions, thereby reducing the area an individual janitor is assigned to and allowing them to focus more effort on a smaller location.

The FAF Clean & Green Team currently has Utility Workers distributed among two Supervisors. While the Utility Worker position is intended to support Building Operations preventive maintenance, which includes minor repairs and supporting trades workers, at present all Utility Worker positions support custodial operations with only a partial focus on preventive maintenance. With additional janitors, FAF will be able to address custodial needs in County facilities while the Utility Workers can focus on preventative maintenance.

Preventive maintenance for the County plant is critically important as the portfolio ages, and it is not being accomplished at a satisfactory rate. By adding six Janitor positions, Utility Workers could be distributed to zones where they would be responsible to identify facility issues to trades staff, assist in minor repairs by providing logistical support to the trades workers, and dispatched to address off-site illegal dumping reports for all County real property. Adding these positions will enable the Department to structure assignments that have an appropriate scope thereby allowing for the consistent provision of service.

**Positions Added: 6.0 FTE**  
**Ongoing Cost: \$483,492**  
**One-time Savings: \$80,582**  
 Salary savings reflecting time for recruitment



## ↑ Add Building Inspector Position

**Recommended Action:** Add 1.0 FTE Building Inspector position, \$28,400 in one-time costs for the acquisition of one vehicle, \$5,000 in one-time costs for office configuration and \$13,788 in ongoing costs for vehicle fuel and maintenance.

**Service Impact:** The Building Inspector position will support increased maintenance projects and minor improvements that are not inspected by the Department of Planning and Development. As FAF is self-permitted to perform maintenance tasks, there is a need for qualified staff with the appropriate building trade certificates to conduct inspections and ensure all work has been completed in compliance with applicable building codes. The ability to properly inspect self-permitted tasks, will allow FAF to perform a greater quantity of maintenance projects.

In order to conduct business, transportation for this position is required. One pickup is needed to audit work performed by contractors. The added vehicle will allow staff to travel throughout the County, resulting in an enhanced level of service.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$63,735**  
**Ongoing Cost: \$180,279**

Ongoing reimbursement from Fund 50 Capital Projects: \$116,544  
 Ongoing cost for vehicle fuel and maintenance: \$13,788  
 Ongoing cost for positions: \$166,491

**One-time Net Cost: \$33,400**  
 One-time vehicle purchase: \$28,400  
 One-time services and supplies: \$5,000

## ↑ Add Administrative Services Manager II Position

**Recommended Action:** Add 1.0 FTE Administrative Services Manager II position.

**Service Impact:** The Administrative Services Manager II position will directly report to the Deputy Director of FAF for close oversight of tenancy issues affecting County occupants. This position will address span of control challenges, consolidate logistical support for operations, and provide improved and consistent communications to the clients served.

Within FAF there are several divisions related to tenant services. These divisions include, Property Management Division, Clean and Green Services, Building Maintenance, Custodial Services, as well as the scheduling of repairs and special services. Adding this position will allow the department to manage the Countywide needs of tenants in owned and leased space, and will provide a single point of contact to increase communication and reporting.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$159,486**

**One-time Savings: \$26,581**

Salary savings reflecting time for recruitment

## ↑ Add HVAC/R Mechanic Positions

**Recommended Action:** Add 3.0 HVAC/R Mechanic positions, \$115,500 in one-time costs for the acquisition of three vehicles, \$15,000 in one-time costs for office configuration and \$45,612 in ongoing costs for vehicle fuel and maintenance.

**Service Impact:** The HVAC/R Mechanic positions will support the additional work load caused by aging equipment, and to perform boiler preventive maintenance work previously accomplished by General Maintenance Mechanics. Recently job specification revisions directed that these tasks be performed by HVAC staff instead.

In order to conduct business, transportation for these positions are required. Three full-sized vans are needed to transport technicians and equipment to job sites. The added vehicle will allow staff to travel throughout the County, resulting in an enhanced level of service.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$519,942**

Ongoing cost for vehicle fuel and maintenance: \$45,612

Ongoing cost for positions: \$474,330

**One-time Net Cost: \$51,445**

One-time vehicle purchase: \$115,500

One-time services and supplies: \$15,000

One-time salary savings: \$79,055

### ↑ Add Senior Construction Inspector Position

**Recommended Action:** Add 1.0 FTE Senior Construction Inspector position, \$26,300 in one-time costs for the acquisition of one vehicle, and \$5,000 in one-time costs for office configuration.

**Service Impact:** The Senior Construction Inspector will support the Logistics Work Centers that have experienced significant increases in quality assurance monitoring for contracted work, including preventive maintenance tasks such as elevators, water treatment, and fire systems. Inspectors are critical as they validate compliance with the scope of work to ensure the contractors are providing the best quality of work.

In order to conduct business, transportation for this position is required. One pickup is needed to audit work performed by contractors. The added vehicle will allow staff to travel throughout the County, resulting in an enhanced level of service.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$146,739**

**One-time Net Cost: \$8,964**  
One-time vehicle purchase: \$26,300  
One-time services and supplies: \$5,000  
One-time salary savings: \$22,337

### ↑ Add Capital Planning Position

**Recommended Action:** Add \$209,271 to fund the addition of one new position in FY 16-17. The specific job classification for the new position is to be determined by the Employee Services Agency, Human Resources Department (ESA-HR).

**Service Impact:** This position will direct and coordinate master planning projects that span multiple fiscal years. In addition, this position will support Capital Programs by facilitating the feasibility and program development stages of the capital project delivery life cycle. Projects needing support include the Land Asset Management Framework, Fairgrounds Master Plan, New Main Jail, Civic Center Master Plan, Health and Hospital Services Strategic Planning, Berger Renovations, and the Office of Supportive Housing program. This position will be responsible for management of the FAF Planning group, which currently includes the Senior Facilities Architect, and a Capital Project Manager. The Chief of Planning

will be responsible to identify departmental business plans and to coordinate campus wide planning activities.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$104,636**  
**Ongoing Cost: \$209,271**

Ongoing reimbursement from Fund 50 Capital Projects: \$104,636

### ↑ Add Unclassified Deputy Director Position

**Recommended Action:** Add 1.0 FTE Unclassified Deputy Director position.

**Service Impact:** The Unclassified Deputy Director will direct and coordinate capital and improvement projects addressing the operating and infrastructure concerns at the jails. As a term-limited position, the Unclassified Deputy Director will provide leadership to move the new Main Jail East project from program development and schematic design, into construction. This position will provide increased and consistent communication to internal and external corrections stakeholders and direct oversight of assigned capital project managers.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost: \$243,355  
Ongoing Reimbursement from Fund 50 Capital Projects: \$243,355

### ↑ Add FY 17-18 Fleet Appropriation - Fund 73

**Recommended Action:** Allocate \$2,000,000 in one-time funding to allow for the timely purchase of FY 17-18 replacement vehicles.

**Service Impact:** The Administration is working to identify a level of ongoing appropriation for annual vehicle replacement purchases within the annual budget process. Funding the next fiscal year's vehicle purchase will allow FAF to develop specifications and competitively solicit vehicles in the first quarter of FY 16-17, guaranteeing original equipment manufacturer time lines that would put vehicles into service in the first quarter of FY 17-18. This approval will eliminate delivery delays that result in loss of depreciation revenue that has a negative impact on the FAF Fleet cash flow. Finally, the approved purchase would allow the FAF Fleet Internal Service Fund to develop accurate rates for FY 17-18, thereby reducing the risks to over or under-charge County departments.

Purchase authority allows the County to plan the replacement vehicle in-service dates which prevents delays to operating departments that depend on reliable fleet vehicles to provide service. At this time, approximately 65 percent of County departments have mandate requirements to provide services that require transportation in order to do so. While it is not required by law to own and maintain the County fleet, FAF has demonstrated the cost effectiveness of doing so for all operating departments. The annual vehicle purchase reflects the Board of Supervisors' priorities to green the fleet and would result in 25 percent of the County fleet as alternative fuel vehicles.

There is a \$2,000,000 one-time impact to the General Fund as a result of this action. The anticipated purchase price of the 184 FY 17-18 vehicles is currently expected to be \$6,701,400. However, the accumulated depreciation contribution and purchases for Non-General Fund Departments lower the need to \$2,000,000. This is \$400,000 less than the projected FY 17-18 need made last year at this time, and the General Fund contribution is expected to drop in ensuing years as vehicle purchases continue to be made

in a timely manner. Lastly, the FY 17-18 fleet will include 62 new alternative fuel vehicles. This will bring the overall County fleet to 25% alternative fuel vehicles.

**One-time Net Cost: \$0**

**One-time Cost: \$2,000,000**

The one-time cost is offset by a transfer in from the General Fund

### ↑ Increase Building Operations Expenses

**Recommended Action:** Allocate \$1,405,748 in ongoing funding to support facility repair and maintenance.

**Service Impact:** Additional resources are needed to account for repairs and maintenance at facilities that came into service during FY 15-16. Such facilities include the Temporary Winter Shelter and the new Behavioral Health Departments Administrative Building at 2450 Bascom.

In addition, resources are needed to account for inflation in the costs of building materials and contract services. As the economy continues to grow, inflation associated with the Turner Building Cost Index, which measures costs in the non-residential construction market, also increases. The 2015 inflation rate of 4.58% is expected to continue during FY 16-17.

**Ongoing Cost: \$1,405,748**

## Fiscal Year 2016 - 2017 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the FY 16 - 17 Capital Budget in September 2015 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 2016 to establish funding priorities. These priorities will be agendized for the Finance and Government Operations Committee meeting on May 12, 2016.

## County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$136,147,441 for FY 16-17 capital projects which includes a one-time Measure A contribution of \$31,872,441 for the VMC Emergency Department Improvements. In addition, there will be a

one-time contribution from AB 109 of \$2,500,000 for the Muriel Wright project. Leaving a grand total of \$138,647,441 for FY 16-17 capital projects.



## FY 16-17 Recommended Capital Projects

New General-Funded Projects	Amount
FY 16-17 Backlog Maintenance	\$7,000,000
FY 17-18 Capital Planning	\$300,000
FY 17-18 Capital Plan Cost Estimate	\$100,000
Acquire Credit Union Bldg and Renovations	\$6,000,000
Remodel 2450 S. Bascom for Behavioral Health Services Department	\$9,500,000
VMC Surgicenter Design	\$10,000,000
VMC Emergency Dept. Improvements	\$31,872,441
Hamlin Court North County CWSP (Cold Weather Shelter Program)	\$3,000,000
New Jail - Design Build - Initial Appropriation	\$28,000,000
Elmwood Perimeter Measures - Design Only	\$400,000
2410 Senter Road, Chaboya Program & Design for the Vietnamese American Service Center (VASC)	\$7,000,000
Electric Vehicle Charging Infrastructure	\$2,000,000
Programming 2nd AOB - VMC Campus	\$400,000
Remodel Muriel Wright	\$5,000,000
Programming Design RAIC East Valley	\$3,500,000
Replace Lenzen Fire Alarm System	\$900,000
Replace Fire Alarm Panel at Main Jail North	\$3,635,000
Replace Cell Doors Controls Elmwood M4, M5	\$1,740,000
RFP for Downtown Medical Center Site	\$500,000
Replace Pneumatic Controls Medplex Building.	\$2,250,000
Holden Ranch Parking Lot	\$1,000,000
Parisi House Generator	\$300,000
Crime Lab Leak Detection and Flood Prevention	\$500,000
VMC Women's and Children's Center	\$2,250,000
ROV Remodel Berger 2 Warehouse	\$4,500,000
10th Floor Renovations	\$1,200,000
West Wing Renovations	\$1,800,000
Animal Shelter Design	\$4,000,000
<b>Subtotal: AB 109</b>	<b>\$2,500,000</b>
<b>Subtotal: General Fund (including Measure A)</b>	<b>\$136,147,441</b>
<b>Grand Total of FY 16-17 Recommended Capital Projects</b>	<b>\$138,647,441</b>

## 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.

While there is a list of only \$49 million in unfunded Backlog projects, there is an estimated backlog of well over \$500 million in deferred maintenance on the County's General Fund facilities.

The following list of Backlog projects and cost estimates are preliminary. However, if during FY 16-17, equipment or structures fail unexpectedly, such failures may take precedence over the projects on this list.

## FY 16-17 General Fund – Backlog/Deferred Maintenance Projects

Project Description	Budget
Replace Juvenile Hall HVAC Systems and Ducts	\$650,000
Electrical Arc Evaluation Phase 1	\$100,000
Modernize Sheriff Dept Elevator Controls	\$600,000
Modernize Parking Garage Elevator Controls	\$600,000
Replace Re-entry Center Ground Level Fire Sprinklers	\$190,000
Replace Board Chambers Lights w/LED/Pathway Light Fixtures at 70 W Hedding	\$135,000
Repaint Main Jail North 8th Floor 8B 8C & Admin Areas	\$200,000
Recoat Roof - Sheriff Dept/South County Bldg K/James Ranch Admin	\$350,000
Replace Roof - Classrooms Blue Ridge School	\$340,000
Facility Condition Assessment FY 16-17	\$150,000
Replace W-1 Chiller	\$140,000
Repair M4/M5 Cell Door Controls/Lock Set Preventative Maintenance	\$290,000
Replace Boiler - Barracks 1/2 and 8	\$80,000
Replace Juvenile Hall Interview Room Partitions	\$40,000
Repaint VHC East Valley 1st Floor	\$150,000
Install Safety Platforms for AC Equipment	\$80,000
Install ADA Ramp at East Wing	\$750,000
Preventative Maintenance Study	\$150,000
Replace Worn Main Jail North Door Operators	\$55,000
Repaint Main Jail North Exterior Bus Ramp	\$75,000
Upgrade CCOB Energy Management System	\$800,000
Design/Repair Juvenile Hall Dorm HVAC	\$400,000
Repair 725 E Santa Clara Handrail/Code Complaint	\$85,000
Document East/West Wing Emergency Power System	\$50,000
Regrade Juvenile Hall Patio for Drainage Control	\$30,000
Repair Main Jail North 6th Floor Dorm C Wood Cell Doors	\$510,000
<b>Total</b>	<b>\$7,000,000</b>

## FY 17-18 Capital Planning

This recommendation provides one-time funding to create a specific project to cover staff time required in planning, developing and submitting the Capital Budget Plan.

Capital Programs staff develop and analyze Capital Budget papers, prepare documents for the Administrative Capital Committee, prepare legislative files to both the Board and the Finance and Government Operations Committee, and prepare Five-Year Capital Planning documents. This project allocates funds for reimbursement of staff time and soft costs including feasibility studies and assessments.

This allocation also allows the Department some flexibility to respond to assessments and other studies that need to be done during the year to prepare future capital projects.

**One-time Cost: \$300,000**

## FY 17-18 Capital Plan Cost Estimating

This recommendation provides one-time funding to develop cost estimates for projects considered during the Capital Budget Plan.

Funding is necessary to develop cost estimates for the various capital projects to ascertain the total cost of projects so that sufficient funds will be available for respective projects.

**One-time Cost: \$100,000**

## Acquire Credit Union Building and Renovations

This recommendation will provide funds to acquire and renovate Santa Clara County Federal Credit Union located at 852 North 1st Street. Once acquired, the Department of Revenue will relocate from the Berger Drive campus to the Credit Union property. Several departments currently located at the Berger Drive campus are projecting significant growth in staffing and/or expansion in service delivery. The acquisition of the Credit Union will allow the other Berger Drive departments the opportunity to expand into the space vacated by the Department of Revenue.

**One-time Cost: \$6,000,000**

## Remodel 2450 South Bascom for Behavioral Health Services Department

This recommendation will provide funding to remodel 2450 South Bascom for the Behavioral Health Services Department (BHSD). In FY 15-16, BHSD focused on specific operational changes required to fully integrate the new department. One such change includes a shared space for the entire department. Currently, the BHSD management team and the Facilities and Fleet department have started the planning process to determine current and future space needs. Funding is necessary to remodel 2450 S. Bascom for BHSD.

**One-time Cost: \$9,500,000**

## VMC Surgicenter Design

This recommendation provides funding for the design of an outpatient surgery center facility located on the VMC Campus. This facility is needed to reserve the primary use of the hospital's main operating room for inpatient surgical procedures. The new facility is expected to result in improved efficiencies and increased admissions, while lowering costs and increasing revenues. Changes in the healthcare marketplace may contribute to a greater need for County delivery of outpatient surgery services to the community in the near future. Outpatient surgical procedures performed in an outpatient surgery center will result in improved access, patient experiences, and lower costs. The migration of the outpatient surgical procedures from the inpatient setting to outpatient surgery center would also allow Santa Clara Valley Medical Center (SCVMC) to increase market share in several specific inpatient surgical service lines such as the orthopedic joint replacement, neurosurgery, and cardiothoracic surgery.

**One-time Cost: \$10,000,000**

## VMC Emergency Department Improvements

This recommendation provides Measure A funding for the expansion and improvement of VMC's Emergency Department. Specifically, funds are needed for the Construction Manager at Risk delivery method and to provide for the utility portion of construction. The balance of the construction funding will be needed in FY 17-18.

Currently, the Emergency Department (ED) at SCVMC, located on the first floor of the West Wing, is the busiest ED in Santa Clara County with approximately 75,000



patient visits per year. In addition, the ED capacity at SCVMC has virtually no buffer for patient surges that may occur during natural disasters, mass casualty events, or infectious disease epidemics. At industry standards, SCVMC would need 120 ED beds to manage this patient volume.

**One-time Cost: \$31,872,441**

### **Hamlin Court North County Cold Weather Shelter Program (CWSP)**

This recommendation will provide construction funding to conduct tenant improvements for the Temporary Winter Shelter Program at the Hamlin Court north County location. Currently, there is no location to accommodate the Temporary Winter Shelter Program in North County and Hamlin Court can be used if all the code requirements are met. This funding is essential to upgrade the existing facility up to code retirements for use as a temporary winter shelter and for warehouse purposes throughout the remainder of the year.

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

### **New Jail -Design Build - Initial Appropriation**

This recommendation adds to the \$8 million that was allocated in FY 15-16 for the initial design work. In order to keep the New Jail project on track with its aggressive timeline for design and construction, this funding is essential to ensure the necessary funding is budgeted for design, construction management, project management, initial construction costs incurred during FY 16-17, and other related efforts.

**One-time Cost: \$28,000,000**

### **Elmwood Perimeter Measures - Design Only**

This recommendation will provide funding to begin design to improve the perimeter infrastructure at the Elmwood facility, which is needed to improve security and safety at the jail facility. The design efforts will help to ensure there is a reduced opportunity for inmate escapes and prevent contraband from entering the facility while the additional lighting will help the County to better comply with the Prison Rape Elimination Act and the Americans with Disabilities Act.

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

### **2410 Senter Road (Chaboya) Program & Design for the Vietnamese American Service Center (VASC)**

This recommendation will provide programing and design funding for a new approximately 50,000 square feet medical office building and parking structure at 2410 Senter Road in San Jose, CA. This facility will allow the County to relocate all of the occupants of the Narvaez Mental Health Center (located at 614 Tully Road, San Jose, CA), a leased space, into a County owned facility. In addition, the majority of the ground floor of this facility (approximately 10,000 square feet) shall accommodate a Vietnamese American Service Center.

**One-time Cost: \$7,000,000**

### **Electric Vehicle Charging Infrastructure**

This recommendation will provide construction funding to install Electric Vehicle Charging Infrastructures at multiple County campus locations. In September 2015, the County entered into a 5-yr agreement with ChargePoint, Inc. to furnish, install and manage Level-II AC electric vehicle supply equipment (EVSE) at selected County sites. Under this agreement, the County is responsible for all capital improvements required to prepare each site for EVSE installation. This funding will allow those capital improvements to proceed at selected County sites for eventual use by County vehicles and the public.

**One-time Cost: \$2,000,000**

### **Programming 2nd AOB - VMC Campus**

This recommendation will initiate an analysis and programming assessment for the need of a second Administrative Office Building on the VMC Campus.

Increases in patient population and expansion of services at the Santa Clara Valley Medical Center has been accompanied by the increase of support staff. Over the last four fiscal years, over 400 positions have been added at VMC and within the Behavioral Health, Public Health, and Custody Health Services Departments. These new positions have impacted an already limited amount of administrative space on the VMC campus and within leased facilities nearby.

One-time funding will provide for an analysis that includes an assessment of occupants, size of building, potential construction type, proposed budget for both design and construction, and possible project delivery methods.

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

### **Remodel Muriel Wright**

This recommendation will provide funding to remodel Muriel Wright to a Residential Integrated Behavioral Health Treatment Facility. This facility will provide supervision and services such as mental health and substance abuse use treatment, motivational interviewing, cognitive behavioral therapy, medication evaluations, crisis intervention services, employment/vocational training, and provision of after-care services. The program will serve adult male and female offenders age 18 and over, residents of Santa Clara County with chronic mental health illness and substance abuse conditions that are recently released from jail. There will be an equal contribution of \$2,500,000 from the AB 109 Fund and the General Fund for this capital project.

**One-time Cost: \$5,000,000**

### **Programming Design RAIC East Valley**

This recommendation will provide funding to conduct the programming and design for the new Receiving and Intake Center (RAIC) facility at the East Valley Clinic site. Currently, RAIC Services are located at the Mediplex building as a temporary location while a Master Plan is being prepared for the East Valley Clinic site in conjunction with the proposed RAIC building. Once design has been finalized the RAIC will include programs such as Pediatrics, Ambulatory and Community Health Services.

**One-time Cost: \$3,500,000**

### **Replace Lenzen Fire Alarm System**

This recommendation will provide funding to replace the fire alarm system at 976 Lenzen Avenue. In addition to housing Public Health, Behavioral Health and Community Health departments, this facility also provides direct services to clients and patients. It is

critical to replace the current fire alarm system to ensure County staff and clients are safe during an emergency.

**One-time Cost: \$900,000**

### **Replace Fire Alarm Panel at Main Jail North**

This recommendation will provide funding to replace the fire alarm panel at Main Jail North. The current panel is outdated and no longer supported by the manufacturer and parts for the panel are difficult to locate. In addition, the panel is at its maximum capacity and cannot be expanded. Funding is needed to replace the panels to improve performance, reliability and safety.

**One-time Cost: \$3,635,000**

### **Replace Cell Doors Controls Elmwood M4, M5**

This recommendation will provide funding to replace the analog cell door controls with a new digital system at the County's Elmwood jail facility in the M4 and M5 housing units. The existing system is outdated and in frequent need of repair. Replacement of this system is critical to ensure inmate and staff safety, to improve the reliability and security, and to reduce overall maintenance costs.

**One-time Cost: \$1,740,000**

### **RFP for Downtown Medical Center Site**

This recommendation will provide funding to develop an RFQ/RFP for one or more possible public-private partnerships to develop all or portions of a mixed-use project on the approximately 11 acres remaining at the former Downtown San Jose Hospital site. This action is in accordance with direction from the Board of Supervisors and the land use guidelines established in cooperation with the City of San Jose's East Santa Clara Urban Village planning process.

**One-time Cost: \$500,000**

### **Replace Pneumatic Controls Mediplex Building**

This recommendation will replace pneumatic controls at the Mediplex Building located at 725 E. Santa Clara Street. The existing controls are in excess of 30 years old and cause poor indoor air quality that effect the

building environment. Replacement of the pneumatic controls will reduce maintenance costs, increase energy savings and provide better indoor air quality.

**One-time Cost: \$2,250,000**

### **Holden Ranch Parking Lot**

This recommendation will fund the construction of a new parking lot at the Holden Ranch Sheriff's & Probation Departments' Training Academy. The new parking lot will add 140 new parking spaces, including needed disabled parking stalls. Many employees, cadets, and visitors are currently parking their vehicles on a dirt lot without striping, disabled parking, adequate lighting, and proper storm water drainage. In addition to supporting the current parking needs, the new parking lot has the possibility to support the additional future parking requirements for the Emergency Vehicle Operations Course Training Facility, which will be used by local law enforcement agencies throughout the County.

In addition to addressing current and future parking needs, the new parking lot will also facilitate the design and installation of a new carport canopy-mounted solar PV system at Holden Ranch. Concurrent design and construction of both projects will ensure that the solar PV system is designed and constructed to match the parking lot footprint and layout. The Solar PV system will operate under PG&E's Net Energy Metering Aggregation program that provides sufficient electricity to offset usage at the Holden Ranch, James Ranch, and the future James Ranch facilities scheduled to commence construction in FY 16-17.

**One-time Cost: \$1,000,000**

### **Parisi House Generator**

This recommendation will provide funding to install an emergency generator to the Parisi House facility. The Parisi House, also known as the House on the Hill, is a residential alcohol and drug treatment facility that supports women and their young children through parental substance addiction and provides the tools to ensure they return to a community as a clean and sober family.

**One-time Cost: \$300,000**

### **Crime Lab Leak Detection and Flood Prevention**

This recommendation will provide funding to mitigate water flooding incidents at the Crime lab. Thus far, a number of alternative measures have been incorporated such as upgrades to weak plumbing fittings, bracing components and tubing and flood extractors. However, a more comprehensive sink and equipment room leak detection system is needed to mitigate flooding incidents that are distributive to the operation of the lab and put evidence, casework, and expensive instruments at risk.

**One-time Cost: \$500,000**

### **VMC Women and Children's Center**

This recommendation provides one-time funding for the design of a new Women and Children's Center at the Main Hospital on the SCVMC campus. Upon activation of the new Bed Building 1 as part of the Seismic Safety Project, the bed inventory at SCVMC will be distributed and will therefore create available space on the 4th floor of the Main Hospital building to accommodate a relocation and consolidation of the maternity department. These funds are needed to support the design. Construction funds will be needed in future years.

Currently, postpartum rooms consist of double beds for two mothers and two babies. This is considered a substandard condition that impacts the ability to attract patients. Often, mothers receive all of their prenatal care at SCVMC facilities but choose to birth at other facilities that can accommodate single rooms. By consolidating all of the Women and Children's services to one building at the SCVMC campus, patient care services can be improved and staffing efficiencies can be achieved.

**One-time Cost: \$2,250,000**

### **ROV Remodel Berger 2 Warehouse**

This recommendation provides funding to plan for the reconfiguration, retrofitting and renovations of the Berger Warehouse including the costs to relocate the current occupants. The Registrar of Voter's Office (ROV) will acquire a modern voting system to replace an aging,



under performing system in FY 16-17. With the acquisition of the new equipment, ROV will need additional warehouse space.

**One-time Cost: \$4,500,000**

### 10th Floor Renovations

This recommendation will provide funding to renovate portions of the 10th floor of 70 West Hedding Street. While primarily focused on the Clerk of the Board of Supervisors' office area, the renovations include relocating the Board of Supervisors' Management Audit Division, creating an additional conference room, and enhancing the functionality of common areas. Additional space is needed to maximize operational effectiveness and create additional work space to accommodate new positions added in the FY 15-16 budget process.

**One-time Cost: \$1,200,000**

### West Wing Renovations

This recommendation will provide funding to renovate the District Attorney's office located in the West Wing of 70 W. Hedding. Specifically, these funds will contribute to the reconfiguration of the suites located on the north and south sides of the West Wing to provide for additional office space and interview rooms.

**One-time Cost: \$1,800,000**

### Animal Shelter Design

This recommendation will provide funding to design an animal shelter in South County. The existing shelter facility was constructed in the 1970's and does not

reflect the many improvements in animal care and customer experience that have developed since the shelter was constructed. The age, size and design of the current facility greatly limit animal sheltering capacity and inhibits the safe care for animal species. With the design of a new animal shelter in South County, a space to safely and effectively care for animals will be determined.

**One-time Cost: \$4,000,000**

### Capital Projects with Funding in County Reserves

The Recommended Budget includes allocations in three reserves for capital projects requiring detailed determination of project cost and components.

- Reserve for Main Jail North Surveillance Camera System - \$10,000,000
- Reserve for Surveillance and Security Capital Needs - \$3,000,000
- Reserve for Jail Facility Capital Improvements - \$5,000,000

The details on specific project allocations is currently underway and once determined, funds will be moved into a Fund 50 capital project in FY 16-17 upon approval by the Board of Supervisors to transfer the project funding. A description of each reserve can be found in Section 1: Special Programs and Reserves section.

**One-time Cost: \$18,000,000**

### Facilities Department— Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2309	FAC Utilities Fund 0001	\$ 14,273,963	\$ 15,375,919	\$ 15,471,196	\$ 15,471,988	\$ 96,069	0.6%
2315	Court Facility Payments Fund 0001	9,032,797	9,060,966	9,060,966	9,060,966	—	—



### Facilities Department— Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
026301	Facilities Admin Fund 0001	2,660,949	3,851,375	3,451,515	3,695,658	(155,717)	-4.0%
026302	Capital Programs Division	61,203,239	105,805,530	(9,410)	274,788,630	168,983,100	159.7%
026303	Property Management Fund 0001	9,346,943	2,263,331	1,655,490	1,656,594	(606,738)	-26.8%
026304	Building Operations-Fund 0001	23,918,017	26,564,093	26,521,819	29,642,439	3,078,346	11.6%
<b>Total Net Expenditures \$</b>		<b>120,435,909 \$</b>	<b>162,921,214 \$</b>	<b>56,151,576 \$</b>	<b>334,316,275 \$</b>	<b>171,395,061</b>	<b>105.2%</b>

### Facilities Department— Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2309	FAC Utilities Fund 0001	\$ 14,286,657	\$ 15,383,919	\$ 15,484,196	\$ 15,484,988	101,069	0.7%
2315	Court Facility Payments Fund 0001	9,032,797	9,060,966	9,060,966	9,060,966	—	—
026301	Facilities Admin Fund 0001	3,650,134	4,803,211	4,401,515	4,750,294	(52,917)	-1.1%
026302	Capital Programs Division	63,537,743	108,893,495	3,187,865	278,229,260	169,335,765	155.5%
026303	Property Management Fund 0001	48,505,976	42,964,029	44,063,892	44,064,996	1,100,967	2.6%
026304	Building Operations-Fund 0001	28,886,897	31,246,795	33,236,934	36,687,264	5,440,469	17.4%
<b>Total Gross Expenditures \$</b>		<b>167,900,204 \$</b>	<b>212,352,417 \$</b>	<b>109,435,369 \$</b>	<b>388,277,769 \$</b>	<b>175,925,353</b>	<b>82.8%</b>

### Facilities Department— Budget Unit 263 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 27,031,575	\$ 30,078,522	\$ 30,988,844	\$ 33,216,402	\$ 3,137,880	10.4%
Services And Supplies	70,460,643	73,618,364	77,421,561	79,018,721	5,400,357	7.3%
Fixed Assets	44,073,356	53,207,765	—	138,870,241	85,662,476	161.0%
Operating/Equity Transfers	26,334,630	54,397,765	1,024,964	137,172,405	82,774,640	152.2%
Reserves	—	1,050,000	0	0	(1,050,000)	-100.0%
<b>Total Gross Expenditures \$</b>	<b>167,900,204 \$</b>	<b>212,352,417 \$</b>	<b>109,435,369 \$</b>	<b>388,277,769 \$</b>	<b>175,925,353</b>	<b>82.8%</b>
Expenditure Transfers	(47,464,295)	(49,431,202)	(53,283,794)	(53,961,495)	(4,530,292)	9.2%
<b>Total Net Expenditures \$</b>	<b>120,435,909 \$</b>	<b>162,921,214 \$</b>	<b>56,151,576 \$</b>	<b>334,316,275 \$</b>	<b>171,395,061</b>	<b>105.2%</b>



### Facilities Department— Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2309	FAC Utilities Fund 0001	\$ 1,298,512	\$ 1,665,000	\$ 1,144,964	\$ 1,144,964	\$ (520,036)	-31.2%
026301	Facilities Admin Fund 0001	29,007	21,090	21,090	21,090	—	—
026302	Capital Programs Division	50,359,529	52,991,892	39,127	138,686,568	85,694,676	161.7%
026303	Property Management Fund 0001	2,889,713	2,182,303	2,395,617	2,395,617	213,314	9.8%
026304	Building Operations-Fund 0001	333,495	400,000	400,000	400,000	—	—
<b>Total Revenues</b>		<b>\$ 54,910,256</b>	<b>\$ 57,260,285</b>	<b>\$ 4,000,797</b>	<b>\$ 142,648,238</b>	<b>\$ 85,387,954</b>	<b>149.1%</b>

### Facilities Department— Budget Unit 263 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 1,451,605	\$ 1,370,831	\$ 1,488,184	\$ 1,488,184	\$ 117,353	8.6%
Other Financing Sources	33,325,870	55,663,036	2,217,581	140,865,022	85,201,986	153.1%
Revenue From Use Of Money/Property	295,033	226,418	295,033	295,033	68,615	30.3%
Revenue From Other Government Agencies	19,837,748	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 54,910,256</b>	<b>\$ 57,260,285</b>	<b>\$ 4,000,797</b>	<b>\$ 142,648,238</b>	<b>\$ 85,387,954</b>	<b>149.1%</b>

### FAC Utilities Fund 0001 — Cost Center 2309 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 15,375,919	\$ 1,665,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,039	—
IntraCounty Adjustments	—	(504,191)	—
Other Adjustments	—	588,429	(520,036)
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 15,471,196</b>	<b>\$ 1,144,964</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 792	\$ —



**FAC Utilities Fund 0001 — Cost Center 2309**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 792</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 15,471,988</b>	<b>\$ 1,144,964</b>

**Court Facility Payments Fund 0001 — Cost Center 2315**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 9,060,966	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 9,060,966</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 9,060,966</b>	<b>\$ —</b>

**Facilities Admin Fund 0001 — Cost Center 026301**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	29.0	\$ 3,851,375	\$ 21,090
Board Approved Adjustments During FY 2016	1.0	181,982	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	114,010	—
IntraCounty Adjustments	—	(656,758)	—
Other Adjustments	—	(39,094)	—
<b>Subtotal (Current Level Budget)</b>	<b>30.0</b>	<b>\$ 3,451,515</b>	<b>\$ 21,090</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 6,603	\$ —



**Facilities Admin Fund 0001 — Cost Center 026301**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Add Administrative Services Manager II Position	1.0	132,905	—
Add Capital Planning Position	—	104,635	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 244,143</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>31.0</b>	<b>\$ 3,695,658</b>	<b>\$ 21,090</b>

**Capital Programs Division — Cost Center 026302**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	14.0	\$ 52,852,765	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	172,850	—
IntraCounty Adjustments	—	(51,985)	—
Other Adjustments	—	(52,983,040)	—
<b>Subtotal (Current Level Budget)</b>	<b>14.0</b>	<b>\$ (9,410)</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 136,150,599	\$ —
Decision Packages			
Add Unclassified Deputy Director Position	—	—	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 136,150,599</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>14.0</b>	<b>\$ 136,141,189</b>	<b>\$ —</b>

**0050-General Capital Improvements (Fund Number 0050)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 52,952,765	\$ 52,991,892
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(52,952,765)	(52,952,765)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 39,127</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ 138,647,441
Decision Packages			



**Capital Programs Division — Cost Center 026302**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Information Technology			
Capital			
FAF CIP FY2017	—	138,647,441	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 138,647,441</b>	<b>\$ 138,647,441</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 138,647,441</b>	<b>\$ 138,686,568</b>

**Property Management Fund 0001 — Cost Center 026303**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 2,263,331	\$ 2,182,303
Board Approved Adjustments During FY 2016	1.0	(16,038)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,760	—
IntraCounty Adjustments	—	(1,316,628)	—
Other Adjustments	—	697,064	213,314
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 1,655,490</b>	<b>\$ 2,395,617</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,104	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,104</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,656,594</b>	<b>\$ 2,395,617</b>

**Building Operations-Fund 0001 — Cost Center 026304**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	173.0	\$ 26,564,093	\$ 400,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	295,712	—
IntraCounty Adjustments	—	1,207,447	—
Other Adjustments	—	(1,545,432)	—
<b>Subtotal (Current Level Budget)</b>	<b>173.0</b>	<b>\$ 26,521,819</b>	<b>\$ 400,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 139,755	\$ —



## Building Operations-Fund 0001 — Cost Center 026304 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Add Janitor Supervisor Position	1.0	91,966	—
Add Janitor Positions	6.0	402,910	—
Add HVAC/R Mechanic Positions	3.0	525,775	—
Add Senior Construction Inspector Position	1.0	142,982	—
Increase Building Operations Expenses	—	1,405,748	—
Add Maintenance Project Manager Positions	3.0	328,137	—
Add Building Inspector Position	1.0	83,347	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>15.0</b>	<b>\$ 3,120,620</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>188.0</b>	<b>\$ 29,642,439</b>	<b>\$ 400,000</b>

## Fleet Services— Budget Unit 135 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2320	Fleet Management Capital Fund 0073	\$ 7,676,308	\$ 3,500,000	\$ —	\$ 2,000,000	\$ (1,500,000)	-42.9%
2321	Fleet Operating Fund 0070	19,195,100	21,193,893	23,783,192	23,792,923	2,599,029	12.3%
<b>Total Net Expenditures</b>		<b>\$ 26,871,408</b>	<b>\$ 24,693,893</b>	<b>\$ 23,783,192</b>	<b>\$ 25,792,923</b>	<b>\$ 1,099,029</b>	<b>4.5%</b>

## Fleet Services— Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2320	Fleet Management Capital Fund 0073	\$ 7,676,308	\$ 3,500,000	\$ —	\$ 2,000,000	\$ (1,500,000)	-42.9%
2321	Fleet Operating Fund 0070	19,195,100	21,193,893	23,783,192	23,792,923	2,599,029	12.3%
<b>Total Gross Expenditures</b>		<b>\$ 26,871,408</b>	<b>\$ 24,693,893</b>	<b>\$ 23,783,192</b>	<b>\$ 25,792,923</b>	<b>\$ 1,099,029</b>	<b>4.5%</b>



### Fleet Services— Budget Unit 135 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 6,185,598	\$ 6,395,498	\$ 6,659,862	\$ 6,659,862	\$ 264,364	4.1%
Services And Supplies	10,634,374	12,423,268	13,762,472	13,772,203	1,348,934	10.9%
Fixed Assets	7,676,308	3,500,000	—	2,000,000	(1,500,000)	-42.9%
Operating/Equity Transfers	2,375,127	2,375,127	3,360,858	3,360,858	985,731	41.5%
<b>Total Net Expenditures</b>	<b>\$ 26,871,408</b>	<b>\$ 24,693,893</b>	<b>\$ 23,783,192</b>	<b>\$ 25,792,923</b>	<b>\$ 1,099,029</b>	<b>4.5%</b>

### Fleet Services— Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2320	Fleet Management Capital Fund 0073	\$ 5,081,089	\$ 5,925,127	\$ 3,386,858	\$ 5,386,858	\$ (538,269)	-9.1%
2321	Fleet Operating Fund 0070	19,178,162	21,325,543	24,193,665	24,457,225	3,131,682	14.7%
	<b>Total Revenues</b>	<b>\$ 24,259,251</b>	<b>\$ 27,250,670</b>	<b>\$ 27,580,523</b>	<b>\$ 29,844,083</b>	<b>\$ 2,593,413</b>	<b>9.5%</b>

### Fleet Services— Budget Unit 135 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 38,201	\$ 70,000	\$ 41,000	\$ 41,000	\$ (29,000)	-41.4%
Aid From Government Agencies - State	180,000	—	—	—	—	—
Other Financing Sources	5,983,932	6,635,127	4,145,858	6,145,858	(489,269)	-7.4%
Aid From Government Agencies - Federal	7,376	—	—	—	—	—
Charges For Services	18,029,029	20,545,543	23,393,665	23,657,225	3,111,682	15.1%
Revenue From Other Government Agencies	20,713	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 24,259,251</b>	<b>\$ 27,250,670</b>	<b>\$ 27,580,523</b>	<b>\$ 29,844,083</b>	<b>\$ 2,593,413</b>	<b>9.5%</b>





## Fleet Management Capital Fund 0073 — Cost Center 2320

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0073 - Garage ISF (Fund Number 0073)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	3,500,000 \$	5,925,127
Board Approved Adjustments During FY 2016	—	—	985,731
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(3,500,000)	(3,524,000)
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>3,386,858</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	2,000,000
Decision Packages			
Add FY 17-18 Fleet Appropriation - Fund 73	—	2,000,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>2,000,000 \$</b>	<b>2,000,000</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>2,000,000 \$</b>	<b>5,386,858</b>

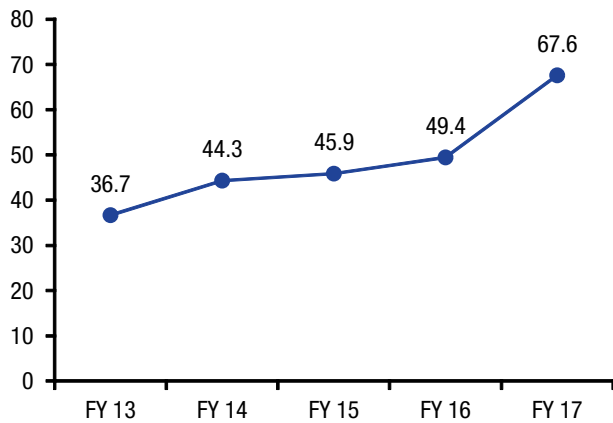
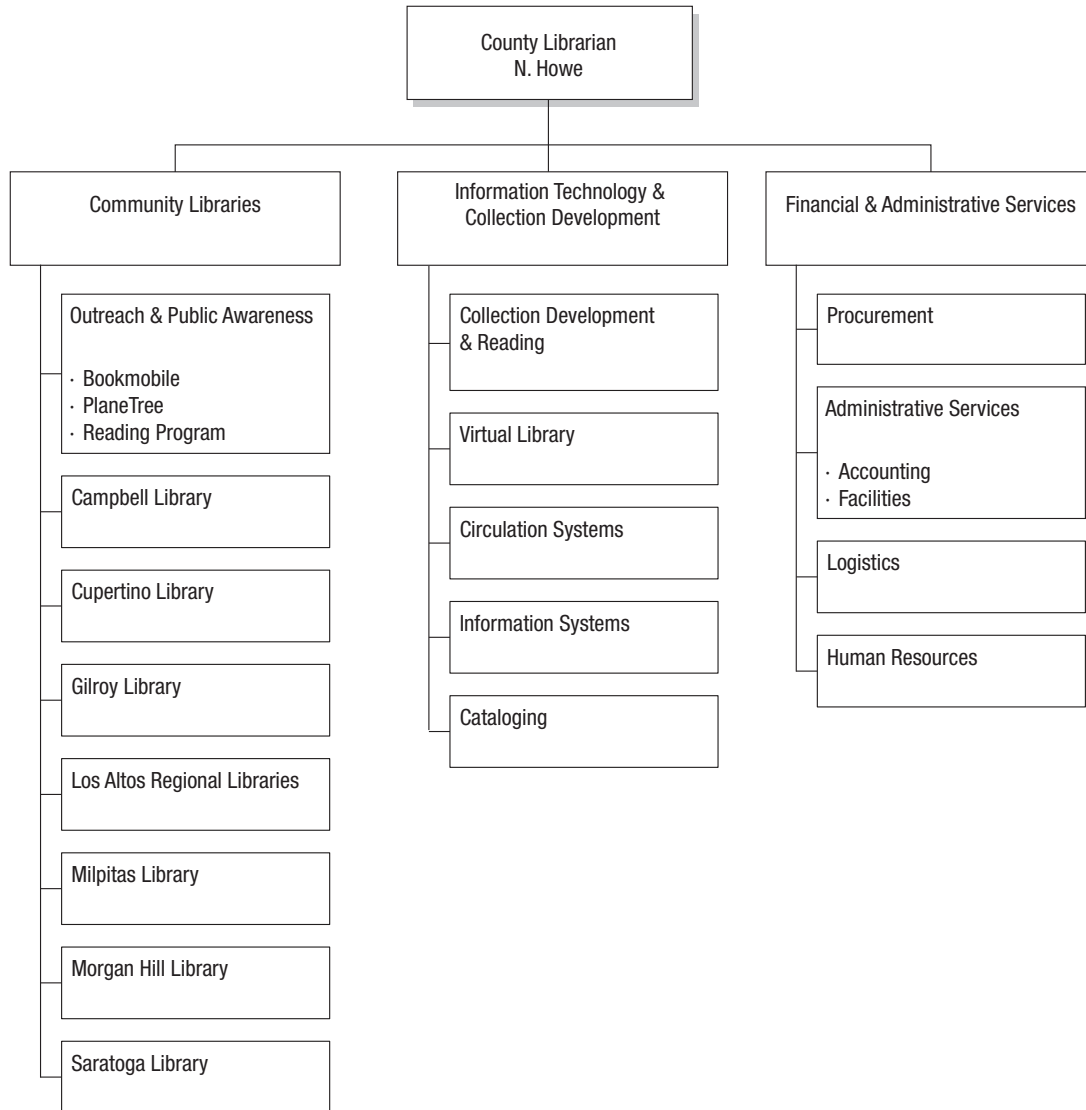
## Fleet Operating Fund 0070 — Cost Center 2321

### Major Changes to the Budget

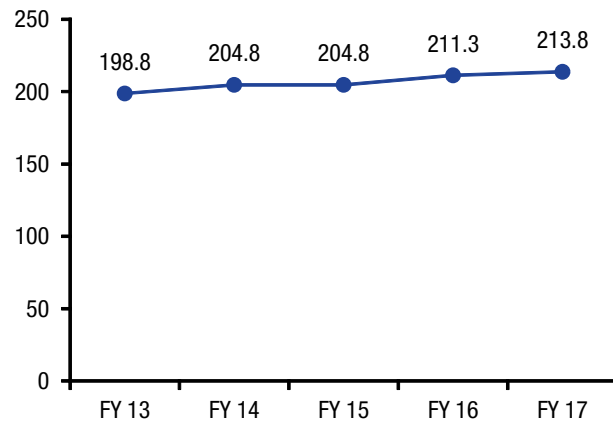
	Positions	Appropriations	Revenues
<b>0070-Fleet Operating Fund (Fund Number 0070)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	52.0 \$	21,193,893 \$	21,325,543
Board Approved Adjustments During FY 2016	—	985,731	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	266,454	—
IntraCounty Adjustments	—	1,339,203	2,948,122
Other Adjustments	—	(2,090)	(80,000)
<b>Subtotal (Current Level Budget)</b>	<b>52.0 \$</b>	<b>23,783,192 \$</b>	<b>24,193,665</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	9,731 \$	263,560
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>9,731 \$</b>	<b>263,560</b>
<b>Recommended Budget</b>	<b>52.0 \$</b>	<b>23,792,923 \$</b>	<b>24,457,225</b>



# County Library District



**Gross Appropriation Trend**



**Staffing Trend**



## Public Purpose

- **The Santa Clara County Library District is an invaluable resource for information, entertainment and ideas.**
- **The Library is convenient, easy-to-use and technologically adept.**
- **The Library system as a whole is greatly valued as are the community libraries; residents actively encourage others to use the Library.**
- **Free, nonjudgmental and convenient access to Library services and resources are a priority.**



## Description of Major Services

The Santa Clara County Library District (SCCLD) serves more than 425,000 residents in the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill, and Saratoga, and the unincorporated regions of the county. SCCLD is governed by a Joint Powers Authority (JPA) comprised of representatives of each of these nine cities and two representatives from the Santa Clara County Board of Supervisors. The County of Santa Clara serves as fiscal agent and all staff members are County of Santa Clara employees.

In 1914, the Santa Clara County Library District was first established as a one room library situated in an agricultural setting. SCCLD continues to evolve to meet community demand for high quality library services and resources. SCCLD hosted more than 3.8 million website visits, 1.3 million database searches and 8.9 million checkouts from the 1.9 million items available in its collection. Cardholders can now download materials for eReaders, MP3s and iPads, as well as access free online resources, music, audio-books and eBooks.

SCCLD has seven community libraries located in Campbell, Cupertino, Gilroy, Los Altos, Milpitas, Morgan Hill, and Saratoga, with a branch library in Los

Altos. In each community, the library building is owned by the municipality with collections and operations provided by Santa Clara County Library District.

The SCCLD service area covers 1,000 square miles with many residents unable to easily travel to their closest library. SCCLD extends the reach of library services to the homebound, geographically removed and underserved populations through its Bookmobile, home delivery and digital services. The SCCLD Reading Program, recruits and trains volunteers to teach low-literacy adults basic reading, writing, math, and computer skills for free.

## Current and Emerging Issues

### Digital Shift in Information Technology

The dramatic shift from print to digital formats has changed collection development, purchasing, ownership, and lending practices for public libraries. Virtual library visits now equal in-person visits. Not only does library staff need new technology skills, but the public needs new skills to stay competitive in the job market and to navigate the surplus of information that is now on the Internet. SCCLD has added a variety of free technology training options for the public and a suite of subscription services that are available online 24/7. SCCLD continues to be a trusted source of information.

### Income Disparity

Income and wage disparities continue to be an issue in Silicon Valley. In response to the loss of discretionary income in many households, free services delivered by SCCLD help children learn to read, succeed in school, and promote life-long learning for all ages regardless of income. In July 2015, SCCLD removed its \$80 library fee for non-Santa Clara County residents offering free library cards to everyone, regardless of residence, thus allowing all to utilize library services, databases and programs for free.

### Foreign Born Residents

A large share of residents currently live in Silicon Valley are foreign born (37.4%), with more than 50% of the population over the age five exclusively speaking a language other than English at home. By serving as a gathering place for youth, seniors, families and others, SCCLD brings together the diverse populations within its communities. Last year library materials in 15 languages were borrowed over 670,000 times. Further response to these needs, the SCCLD is offering free ongoing English as a Second Language (ESL) classes, Conversation Clubs and Citizenship classes.

### Early Learning is Critical

Early literacy is critical for all children to begin school ready to learn. SCCLD offers programs and materials for children and families focused on school readiness skills and supports formal learning in schools which directly relates to future success. Research from Growing Young Minds shows that children who start behind will stay behind and in many cases continue to lose ground, making it more likely they will need costly remediation, be retained, or even drop out of school. Last year SCCLD's children's library materials were borrowed more than 4.5 million times. With an emphasis on enhancing early literacy and youth education, SCCLD recently introduced its "1,000 Books before Six" initiative, urging families to read more than 1,000 books to their children before they reach the age of six.

## County Executive's Recommendation

Maintain the Current Level Budget for FY 16-17. The recommended actions for FY 16-17 will be presented and approved by the JPA on April 28, 2016, to be part of the adopted FY 16-17 Final Budget.

### County Library Headquarters— Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5556	Library Admin Fund 0025	\$ 12,543,160	\$ 21,243,234	\$ 37,016,798	\$ 37,019,468	\$ 15,776,234	74.3%
5559	Cupertino Library Fund 0025	3,736,363	4,126,551	4,468,965	4,471,312	344,761	8.4%
5560	Campbell Library Fund 0025	1,986,680	2,203,783	2,317,492	2,318,867	115,084	5.2%
5562	Los Altos Library Fund 0025	3,623,481	3,461,138	3,648,485	3,650,669	189,532	5.5%



### County Library Headquarters— Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5567	Saratoga Comm Library Fund 0025	2,280,895	2,425,037	2,573,401	2,574,816	149,779	6.2%
5571	Milpitas Comm Library Fund 0025	3,072,979	3,365,390	3,569,121	3,571,063	205,673	6.1%
5576	Morgan Hill Library Fund 0025	1,902,389	2,071,818	2,178,230	2,179,403	107,585	5.2%
5577	Gilroy Library Fund 0025	1,824,663	2,139,195	2,309,270	2,310,484	171,289	8.0%
5585	Technical Svcs Fund 0025	4,100,919	8,120,796	9,195,100	9,196,961	1,076,166	13.3%
5586	Literacy Program Fund 0025	297,507	320,079	353,666	353,787	33,708	10.5%
<b>Total Net Expenditures</b>		<b>\$ 35,369,037</b>	<b>\$ 49,477,020</b>	<b>\$ 67,630,528</b>	<b>\$ 67,646,830</b>	<b>\$ 18,169,810</b>	<b>36.7%</b>

### County Library Headquarters— Budget Unit 610 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5556	Library Admin Fund 0025	\$ 12,543,160	\$ 21,243,234	\$ 37,016,798	\$ 37,019,468	\$ 15,776,234	74.3%
5559	Cupertino Library Fund 0025	3,736,363	4,126,551	4,468,965	4,471,312	344,761	8.4%
5560	Campbell Library Fund 0025	1,986,680	2,203,783	2,317,492	2,318,867	115,084	5.2%
5562	Los Altos Library Fund 0025	3,623,481	3,461,138	3,648,485	3,650,669	189,532	5.5%
5567	Saratoga Comm Library Fund 0025	2,280,895	2,425,037	2,573,401	2,574,816	149,779	6.2%
5571	Milpitas Comm Library Fund 0025	3,072,979	3,365,390	3,569,121	3,571,063	205,673	6.1%
5576	Morgan Hill Library Fund 0025	1,902,389	2,071,818	2,178,230	2,179,403	107,585	5.2%
5577	Gilroy Library Fund 0025	1,824,663	2,139,195	2,309,270	2,310,484	171,289	8.0%
5585	Technical Svcs Fund 0025	4,100,919	8,120,796	9,195,100	9,196,961	1,076,166	13.3%
5586	Literacy Program Fund 0025	297,507	320,079	353,666	353,787	33,708	10.5%
<b>Total Gross Expenditures</b>		<b>\$ 35,369,037</b>	<b>\$ 49,477,020</b>	<b>\$ 67,630,528</b>	<b>\$ 67,646,830</b>	<b>\$ 18,169,810</b>	<b>36.7%</b>

### County Library Headquarters— Budget Unit 610 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 23,650,819	\$ 26,195,188	\$ 27,534,421	\$ 27,534,421	\$ 1,339,233	5.1%
Services And Supplies	10,960,518	13,316,427	18,193,090	18,209,392	4,892,965	36.7%
Fixed Assets	757,699	3,349,279	—	488,678	(2,860,601)	-85.4%
Reserves	—	6,616,126	21,903,017	21,414,339	14,798,213	223.7%
<b>Total Net Expenditures</b>	<b>\$ 35,369,037</b>	<b>\$ 49,477,020</b>	<b>\$ 67,630,528</b>	<b>\$ 67,646,830</b>	<b>\$ 18,169,810</b>	<b>36.7%</b>



### County Library Headquarters— Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5556	Library Admin Fund 0025	\$ 40,982,346	\$ 38,705,237	\$ 41,371,777	\$ 41,371,777	\$ 2,666,540	6.9%
5562	Los Altos Library Fund 0025	7,200	—	—	—	—	—
5567	Saratoga Comm Library Fund 0025	40	—	—	—	—	—
5586	Literacy Program Fund 0025	64,126	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 41,053,712</b>	<b>\$ 38,705,237</b>	<b>\$ 41,371,777</b>	<b>\$ 41,371,777</b>	<b>\$ 2,666,540</b>	<b>6.9%</b>

### County Library Headquarters— Budget Unit 610 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Taxes - Current Property	\$ 29,490,292	\$ 29,949,622	\$ 32,179,367	\$ 32,179,367	\$ 2,229,745	7.4%
Fines, Forfeitures, Penalties	812,859	750,500	750,500	750,500	—	—
Revenue From Use Of Money/Property	102,684	100,000	100,000	100,000	—	—
Aid From Government Agencies - State	152,615	148,190	150,750	150,750	2,560	1.7%
Charges For Services	1,034,659	1,039,519	1,074,160	1,074,160	34,641	3.3%
Aid From Government Agencies - Federal	34,927	30,000	30,000	30,000	—	—
Other Financing Sources	9,344,100	6,687,406	7,087,000	7,087,000	399,594	6.0%
Revenue From Other Government Agencies	81,577	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 41,053,712</b>	<b>\$ 38,705,237</b>	<b>\$ 41,371,777</b>	<b>\$ 41,371,777</b>	<b>\$ 2,666,540</b>	<b>6.9%</b>

### Library Admin Fund 0025 — Cost Center 5556 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget		33.3 \$ 21,243,234	\$ 38,705,237
Board Approved Adjustments During FY 2016		0.5	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		-2.5 (91,002)	—
IntraCounty Adjustments		— (460,323)	—
Other Adjustments		— 16,324,889	2,666,540
<b>Subtotal (Current Level Budget)</b>		<b>31.3 \$ 37,016,798</b>	<b>\$ 41,371,777</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments		— \$ 2,670	\$ —
Decision Packages			



**Library Admin Fund 0025 — Cost Center 5556**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Purchase of Fixed Assets	—	—	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,670</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>31.3</b>	<b>\$ 37,019,468</b>	<b>\$ 41,371,777</b>

**Cupertino Library Fund 0025 — Cost Center 5559**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	32.0	\$ 4,126,551	\$ —
Board Approved Adjustments During FY 2016	1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	117,646	—
IntraCounty Adjustments	—	(24,145)	—
Other Adjustments	—	248,913	—
<b>Subtotal (Current Level Budget)</b>	<b>33.0</b>	<b>\$ 4,468,965</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,347	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,347</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>33.0</b>	<b>\$ 4,471,312</b>	<b>\$ —</b>

**Campbell Library Fund 0025 — Cost Center 5560**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	16.5	\$ 2,203,783	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	59,430	—
IntraCounty Adjustments	—	(12,364)	—
Other Adjustments	—	66,643	—
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 2,317,492</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,375	\$ —



**Campbell Library Fund 0025 — Cost Center 5560**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,375</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 2,318,867</b>	<b>\$ —</b>

**Los Altos Library Fund 0025 — Cost Center 5562**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	28.5	\$ 3,461,138	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	149,078	—
IntraCounty Adjustments	—	(23,172)	—
Other Adjustments	—	61,442	—
<b>Subtotal (Current Level Budget)</b>	<b>28.5</b>	<b>\$ 3,648,485</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,184	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,184</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>28.5</b>	<b>\$ 3,650,669</b>	<b>\$ —</b>

**Saratoga Comm Library Fund 0025 — Cost Center 5567**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	18.0	\$ 2,425,037	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	95,998	—
IntraCounty Adjustments	—	(11,704)	—
Other Adjustments	—	64,070	—
<b>Subtotal (Current Level Budget)</b>	<b>18.0</b>	<b>\$ 2,573,401</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,415	\$ —





**Saratoga Comm Library Fund 0025 — Cost Center 5567**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,415</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.0</b>	<b>\$ 2,574,816</b>	<b>\$ —</b>

**Milpitas Comm Library Fund 0025 — Cost Center 5571**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	26.5	\$ 3,365,390	\$ —
Board Approved Adjustments During FY 2016	1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	96,083	—
IntraCounty Adjustments	—	(21,135)	—
Other Adjustments	—	128,783	—
<b>Subtotal (Current Level Budget)</b>	<b>27.5</b>	<b>\$ 3,569,121</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,942	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,942</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>27.5</b>	<b>\$ 3,571,063</b>	<b>\$ —</b>

**Morgan Hill Library Fund 0025 — Cost Center 5576**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	14.5	\$ 2,071,818	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,544	—
IntraCounty Adjustments	—	(16,876)	—
Other Adjustments	—	63,744	—
<b>Subtotal (Current Level Budget)</b>	<b>14.5</b>	<b>\$ 2,178,230</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,173	\$ —



**Morgan Hill Library Fund 0025 — Cost Center 5576**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,173</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>14.5</b>	<b>\$ 2,179,403</b>	<b>\$ —</b>

**Gilroy Library Fund 0025 — Cost Center 5577**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	15.5	\$ 2,139,195	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	81,899	—
IntraCounty Adjustments	—	(11,424)	—
Other Adjustments	—	99,600	—
<b>Subtotal (Current Level Budget)</b>	<b>15.5</b>	<b>\$ 2,309,270</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,214	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,214</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>15.5</b>	<b>\$ 2,310,484</b>	<b>\$ —</b>

**Technical Svcs Fund 0025 — Cost Center 5585**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	24.0	\$ 8,120,796	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	362,823	—
IntraCounty Adjustments	—	(8,036)	—
Other Adjustments	—	719,518	—
<b>Subtotal (Current Level Budget)</b>	<b>26.0</b>	<b>\$ 9,195,100</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,861	\$ —



**Technical Svcs Fund 0025 — Cost Center 5585**  
**Major Changes to the Budget**

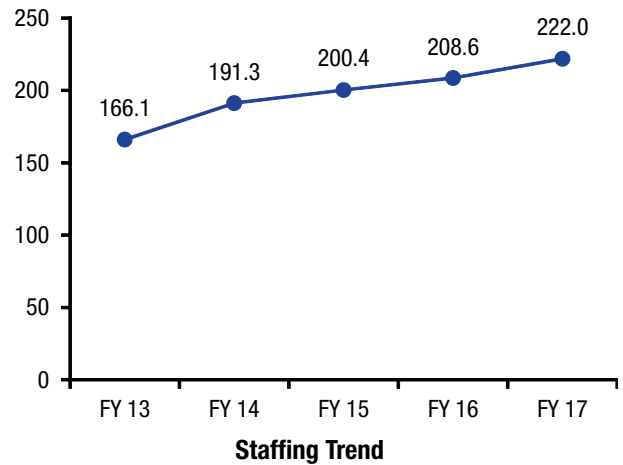
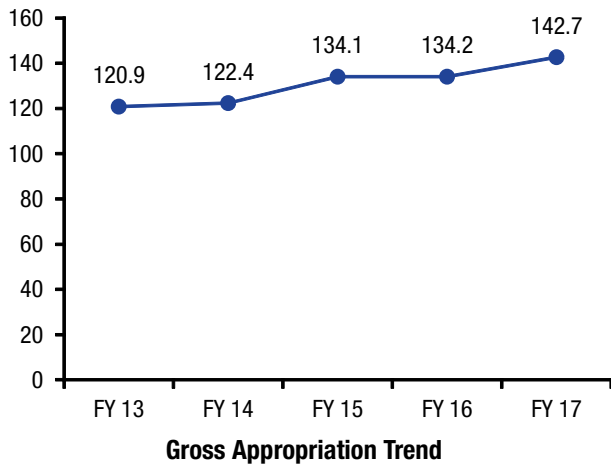
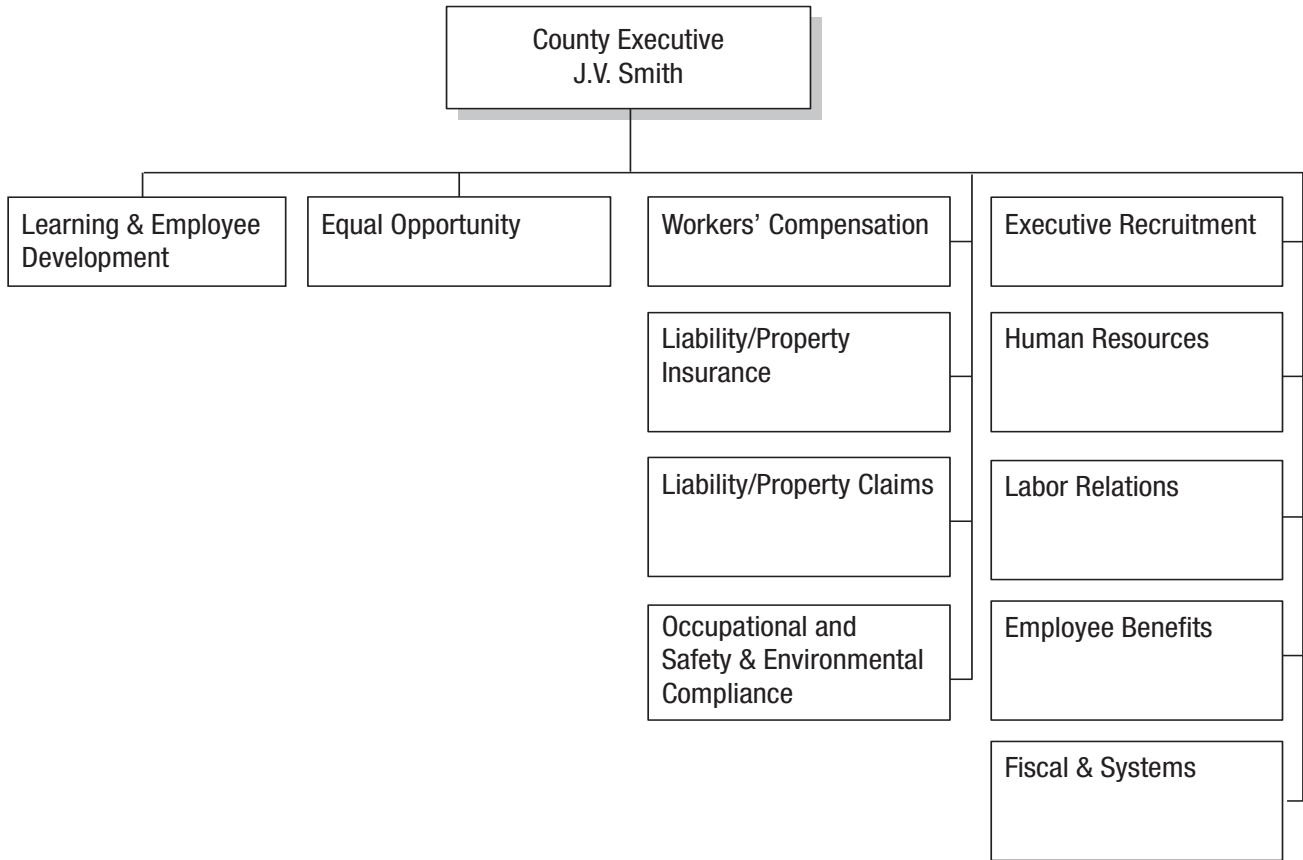
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,861</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>26.0</b>	<b>\$ 9,196,961</b>	<b>\$ —</b>

**Literacy Program Fund 0025 — Cost Center 5586**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.5	\$ 320,079	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	24,157	—
IntraCounty Adjustments	—	(2,832)	—
Other Adjustments	—	12,262	—
<b>Subtotal (Current Level Budget)</b>	<b>2.5</b>	<b>\$ 353,666</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 121	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 121</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.5</b>	<b>\$ 353,787</b>	<b>\$ —</b>



# Employee Services Agency



## Public Purpose

- ➔ **Promote a productive, skillful and diverse workforce to assure effective and efficient services for County residents**
- ➔ **Provide a range of services in human resources, benefits, training and staff development, equal opportunity, and labor relations in support of County departments, County employees, and the community**
- ➔ **Minimize the cost of providing government services by protecting County employees and assets, and controlling workers' compensation, liability/property and unemployment insurance costs**



## Description of Major Services

The Employee Services Agency (ESA) brings together similar functions to provide a variety of services associated with the needs of the County workforce, ensure equal opportunity, develop and provide training to its workforce, represent the County effectively in labor negotiations, provide its workforce with a safe work environment, and minimize the impact of losses and claims to the County.

### Human Resources

Human Resources (HR) provides a full range of comprehensive human resources services to enable the County to attract and retain a merit-based, high-quality, diverse workforce necessary to meet the needs of the County of Santa Clara. Human Resources ensures that positions are filled in a timely manner by employing a variety of methods to recruit qualified candidates. Recruiting includes open recruitment (open to all internal and external applicants), promotional (open only to internal applicants), and transfer (open to internal applicants who are within the transfer salary band and who meet the employment standards of the position). 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; administering pre-employment background checks; maintaining the Countywide position classification plan by conducting classification and reallocation studies; and reviewing position add/delete requests. Classification services include conducting major classification studies, reviewing reclassification requests from employees as stipulated by various labor contracts, and assisting departments with organizational structure development and job classifications to ensure proper alignment between structure and classification. The Department continues to develop training materials that are helpful for hiring managers to understand the various rules and practices of Human Resources. Some of the training materials are on the County website and training webinars will be developed.

The HR Office located at the Health and Hospital System (HHS) provides a full range of comprehensive human resources services to enable the Health and Hospital System units and departments to attract and retain a highly technically skilled, qualified, and diverse workforce of approximately 8,200 employees necessary

to meet the needs of Santa Clara County. Major service 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 for transfer, enrollment and other changes within the personnel system for approximately 2,800 SSA employees.

### **Employee Benefits**

The Employee Benefits Department administers and coordinates a full range of benefit programs, from initial hire through retirement for employees, retirees and their families. Programs include health, dental, vision, and optional insurance benefits. The Department analyzes employee benefit enrollment trends, and provides information and training to employees and retirees in order to maximize their understanding and usage of benefits. It is also responsible for negotiating premium rates and contracts with all benefit plan providers.

Other programs the Department administers are Unemployment Insurance Benefits, the Deferred Compensation Plan, the Supplemental Benefit Plan, and the ECO Pass Program. The Department also coordinates and provides direction, support, and training for employee service centers throughout the County, as well as serving as the employee service center to departments and agencies located at 70 West Hedding Street and at other nearby facilities. Special employee services programs, located within Employee Benefits, include vacation donation, flexible spending accounts, and unpaid leave of absence.

The Department administers health insurance coverage for employees working 30 or more hours per week in accordance with the Affordable Care Act's Play or Pay provisions. Additionally, the department is responsible for ensuring employees who work a minimum of 30 days per year receive sick leave benefits as required by the California Healthy Families, Healthy Workplaces Act.

### **Learning and Employee Development**

Learning and Employee Development (LED) provides professional development courses and certificate programs for all employees to increase effective communication, supervision, computer, and leadership

skills as well as provide opportunities for career development. In collaboration with the County Executive's Office, LED implements the Just Culture Countywide organizational change initiative and executive development programs. Learning and Employee Development is responsible for providing professional development courses to County employees, designing course planning, developing website content, and managing vendors. 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. LED continues to expand online training offerings including the addition of 185 business web-based training classes to enhance the 24X7 library resources. LED also provides agency-specific training and organizational development services for managers, supervisors or employees in customized training courses or for intact work teams.

Learning and Employee Development administers the Education Reimbursement Program (ERP) via an online claim submission process. The program processes approximately 4,000 claims totaling approximately \$1,155,000 annually for 16 bargaining units 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 workshops, performance management, and computer courses.

### **Labor Relations**

Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units representing approximately 23,000 coded and extra help 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 and contract negotiations for two additional bargaining units representing approximately 300 Santa Clara County Central Fire Protection District employees.

In addition, Labor Relations negotiates departmental and alternate-hour agreements; implements the layoff processes; adjudicates grievances at the lower steps; represents the County at arbitrations and the Personnel

Board in employee appeals of suspensions, demotions, probationary releases, and permanent dismissals; provides dispute resolution between labor organizations and managers and employees and managers; allocates new classifications to bargaining units and designates FLSA status for County positions; administers the progressive disciplinary process; monitors the implementation of extra help usage and performance appraisals.

Labor Relations worked with the Reasonable Accommodation Coordinator to reduce the number of employees who are on excessively long unpaid medical leave and assisted departments in issuing over 100 disciplines in the past year, including representing the County at approximately 40 hearings or arbitrations.

### **Equal Opportunity**

The Equal Opportunity Department (EOD) is responsible for providing Countywide leadership in advancing the goals of equal opportunity, equal access and workplace diversity. The 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.

EOD 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. EOD successfully developed the Disadvantaged Business Enterprise plan that commits, in the next two years, to spending approximately \$500K of Federal Grant Money to disadvantaged businesses. The Equal Opportunity Department is also committed to providing reasonable accommodations to employees and applicants in order to ensure that individuals with disabilities enjoy full access to equal employment opportunities. In 2015, over 700 requests for

accommodation were processed and the Department placed nine employees in different jobs as part of their accommodation.

### **Executive Recruitment Services**

Executive Recruitment Services conducts and facilitates a myriad of administrative projects and analyses, and collects and presents data on Employee Services Agency issues that have Countywide impacts. Executive Recruitment Services conducts comprehensive position reviews as required by Merit Systems Rules and applicable mandates. In addition, it ensures that the positions are indicative of the required duties and the County is competitive in attracting potential executive leaders.

Executive Recruitment administers recruitment, examination, certification and hiring of new employees as required by County Charter, Merit Systems Rules, Executive Leadership Salary Ordinance, and approved Board Resolutions. Executive Recruitment facilitates these processes by functioning as ambassadors of change and introducing Center for Leadership and Transformation (CLT) tools and Just Culture philosophy at the start of each recruitment. By incorporating CLT and Just Culture, Executive Recruitment is able to develop and implement customized recruitment strategies. The Department continues to be highly committed to providing hiring authorities with excellent candidates in the shortest time period possible to ensure seamless and uninterrupted transitions of leadership. In 2015, the Department conducted 35 executive recruitments with over 1,000 applications received.

### **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:

- Providing accurate and timely benefits to workers injured in the course and scope of their employment
- Providing supervisory training and claims status updates for County departments



- Monitoring and facilitating the Medical Management component of the Program for providing medical treatments to injured employees
- Coordinating job placements for County employees who suffered occupational injuries that temporarily limits their ability to perform their regular jobs.

Workers' Compensation closed 2,195 claims and opened 2,081 files during FY 14-15.

### Liability/Property Insurance

Liability/Property Insurance prevents, eliminates or transfers the County's risk whenever possible through the following services:

- Evaluating 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.

The Department maintains all risk property insurance on the County's real and personal property assets totaling over \$2 billion in value, as well as the Countywide network of Emergency Response Team members who are trained in responding to medical and facility related emergencies that may occur at County locations.

### Liability/Property Claims

Liability/Property Claims manages general, auto and medical malpractice liability claims, property claims against the County, and the Valley Medical Center

Subrogation Program. Additionally, Liability/Property Claims performs field investigation of accidents and pursues recovery of County costs through third-party subrogation activities.

### Occupational Safety and Environmental Compliance

The Occupational Safety and Environmental Compliance Department assures that all County operations comply with applicable environmental health and safety laws. Major services include:

- Responding to all environmental and occupational safety issues with oversight and compliance support
- Supporting a safety-conscious and environmentally friendly workforce
- Developing occupational safety programs and training that results in a safer workplace and reduced Workers' Compensation and Insurance claims against the County
- Providing departments with guidance in the areas of environmental, health, and safety policies and procedures
- Assisting departments in maintaining compliance with applicable regulations
- Maintaining current information and applicable environmental and occupational safety policies and regulations and their interpretations
- Conducting facility inspection and auditing
- Maintaining the Countywide occupational safety and hazardous materials management program
- Coordinating Union/Management Safety Committee and County Safety Coordinator activities
- Providing and managing indoor air quality inspections for County facilities.

## Current and Emerging Issues

### Human Resources

Competitive compensation is emerging as a concern with the Classification Unit conducting an increased

number of compensation surveys. Assessment work is expected to be continued regarding 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. Recruiting for high demand positions in the Social Services Agency, Information Services Department, County Communications Department, and certain Health and Hospital System classifications continue to be a challenge and high priority. Recent challenges include staffing the new Downtown Clinic and increasing staff in Custody Health Services. As County departments continue to implement operational efficiencies that result in organizational changes, Human Resources continues to receive classification study requests to properly classify positions with modified or new duties. HR has completed 56 classification studies in the first six months of the fiscal year. Over 150 employees or groups of employees were reclassified to the appropriate classification and compensation level. The continued growth in retirement and improvement in the local economy, coupled with the reduction in pension benefits, presents additional challenges for the County in competing with the private sector for qualified candidates.

In FY 15-16, HR implemented the HR Service Improvement Initiative to improve services to customers. This initiative resulted in changes to the Merit System Rules to improve the hiring process. HR's goal is to create a one-stop-shop for departments. Towards that effort, Human Resources Analysts now provide both recruitment and classification-related services to their assigned departments. Previously, HR Analysts provided either recruitment-related services or classification-related services to departments, but not both, thus requiring departments to go to different HR Analysts, depending on their needs. Another goal of the HR Service Improvement Initiative is to ensure that HR Analysts possess comprehensive expertise in the HR needs of their departments, which will enable HR to respond more efficiently and timely to those needs with a full understanding of both the department's job classifications and the recruiting market for those positions. It will also provide departments with a streamlined point of contact within HR.

### **Executive Recruitment Services**

The number of vacancies is expected to increase due to the demographic of the current executive leadership group. In order for Executive Recruitment Services to meet its goals of generating viable candidate pools for current and future vacancies, it is important that the

current technologies and operating systems be enhanced in order to advertise and create extensive outreach to attract candidates to the County. Executive Recruitment Services also anticipates an increase in the number of reclassification and realignment requests as a result in the change in the way the County does business. The high cost of housing and living in the Bay Area has created a need for expanded labor efforts required per recruitment in order to attract and secure qualified individuals.

### **Labor Relations**

Labor Relations record keeping system is a combination of hard copy files, Access, Excel and File Maker Pro, a data program that is outdated and no longer supported by the Information Services Department. A new case management system (CRM) has been purchased and is in the testing phase.

### **Equal Opportunity**

The Equal Opportunity Department (EOD) continues the implementation of a new case management system that will incorporate prior case records from all three Equal Opportunity Office locations into one centralized database to maximize data integrity and minimize data redundancy. Sustaining the centralization of all Equal Opportunity and Reasonable Accommodation data will aid in maintaining data that is as accurate and consistent as possible and enhance data reliability.

The Department plans to launch the Conflict Resolution/Alternative Dispute Resolution Program in FY 16-17. EOD believes that a conflict resolution program could reduce the number of unnecessary investigations and/or improve morale and productivity. In addition, through the implementation of a conflict resolution program, EOD can devote more resources toward high-risk cases and reduce the turn-around time for resolving these cases.

### **Learning and Employee Development**

In the next 18 months, LED will be implementing the following new programs and services:

- Implement training for SEIU employees interested in teleworking
- Assist EOD with the implementation of Sexual Harassment and Discrimination Prevention and Anti-Bullying Training to all County employees

- Support the Information Services Department in the development and implementation of an Information Security program
- Expand the number of Continuing Education Units (CEU) for LED instructor-led courses for professions with CEU requirements
- Implement the New Employee Orientation 2.0 mid-year 2016 to include a new online component to increase access to key information and just-in-time training as part of the onboarding efforts
- Further develop the executive development program, including creating a qualified list of executive coaches for professional development purposes, creating a competency model for executives, and providing customized training tied to the competency model
- Expand training courses/programs including topics related to data and metrics, manager competencies, retirement and financial well-being
- Provide more Organizational Development services including intact team building, team conflict resolution, off-site retreat design and facilitation, change management efforts, conferences, and competency studies
- Rollout of sccLearn Team Dashboard allowing managers to monitor mandatory training and assign training to employees
- Maintain and expand web-based training content in sccLearn
- Implement and launch (in partnership with ISD) a new Learning Management System if the current system is not selected as a result of the RFP.

### **Employee Benefits**

Increasing employee benefit costs continue to put a considerable strain on the County's budget. Employee Benefits continues to work towards implementing cost control measures to contain the rising cost of healthcare for the County. Employee Benefits has committed to periodically market the County's existing medical plans to ensure that the plans remain competitive and provide the best value for the County and its employees. The County will also continue to explore trends in the health insurance market to recommend modifications to the current health benefits provision when appropriate and develop alternate health plan options.

The population of retirees continues to increase due to the retirement of baby boomers. The average annual number of retirements has been 500 for the last three years. The growing population of active employees and retirees contribute to the increase in processing hundreds of manual transactions that can be tedious and time consuming. Employee Benefits will continue to research and work towards implementing necessary benefit platform tools that will streamline the enrollment process, simplify plan configuration, and empower employees.

### **Workers' Compensation**

The Workers' Compensation Department continues to experience the positive impact of Senate Bill 863, which was enacted January 1, 2013. The overall industry has experienced a decline in medical costs and the implementation of several key administrative requirements are proving to expedite the medical treatment for injured workers. The State Division of Workers' Compensation continues to monitor the impact and is hopeful for continued streamline of benefit delivery to injured workers and reduced costs.

The Workers' Compensation Department targets FY 16-17 for the implementation of a new claims system that will meet the needs of both the Workers' Compensation and Liability/Property Claims operations to reduce preventable risks. One of the key tools the Departments needs with the new risk management system is the ability to track timely contact with the injured employee, the department, and the medical provider within 24 hours (3-point contact). The tracking mechanism will ensure the claims adjusters are contacting employees timely to explain the workers' compensation benefit. Another key technical tool the Departments hopes to acquire is the ability to create a comprehensive claims payments dashboard, which tracks all costs paid on the claim file, including allocated costs.

### **Liability/Property Insurance**

The County is seeing some stabilization of property insurance rates over those from last year even though catastrophic property losses continue to occur nationally and internationally. This stabilization has been supported by the County's participation in the CSAC Excess Insurance Authority (EIA) and the group purchase of the County's property insurance through this joint powers authority.

## Occupational Safety and Environmental Compliance (OSEC)

There are three new OSEC initiatives to improve the quality and effectiveness of the County safety program. They include enhancing the safety training curriculum for Safety Coordinators and employees, increasing the effectiveness of comprehensive ergonomic services provided to County departments, and improving workplace violence and active shooter response training programs.

## Learning Organization

Human Resources has incorporated Just Culture in its operations by including it in the HR Quarterly meeting with all HR staff and HR bi-monthly meeting with all administrative professionals in the County. Supervisors

are assessed based on their ability and success in implementing Just Culture into the workplace to create an enjoyable and productive work environment. Just Culture is also used to assess employees in promotional recruitment to ensure they have the skills, abilities, and willingness to embrace and put Just Culture into practice.

The Learning and Employee Development Department will continue the implementation of the Countywide organizational change effort of Just Culture in partnership with the Office of the County Executive, particularly through the creation of unit-based teams (UBT) and the development of a web-based training on Just Culture for employees new to the County.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Staff to Workers' Compensation Program	↑	To reinstate the Temporary Modified Return-to-Work Program to reduce temporary disability payments, cost associated with claims, and extra-help and overtime cost to backfill.	1.0	\$143,600	(\$20,333)
Augment Staff in Fiscal and Systems	↑	To support the Risk Management Department, provide analytical support related to benefit and insurance cost, and prepare health insurance premium rates and cost sharing schedules.	2.0	\$287,131	\$30,345
Convert Paper Files into Electronic Format	↑	To automate labor-intensive, manual processes and workflows and maximize the implementation of new IT projects and systems.	—	—	—
Augment Staff in Human Resources Nurse Recruitment Unit	↑	To expedite recruitments for nurses and reduce recruitment time by approximately 30%.	2.4	\$346,393	(\$35,566)
Augment Staff in Employee Benefits to Support Retirees	↑	To reduce retiree medical caseload and improve oversight of the Medicare Part B Reimbursement Program.	3.0	\$282,980	(\$27,363)
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Staff to Support Administration of Employee Benefits	↑	To support the update of benefit plan changes in the PeopleSoft HR system and assist with implementing changes required by the Affordable Care Act.	1.0	\$134,680	(\$20,847)
Augment Staff in Labor Relations	↑	To provide additional training and increase support to managers, supervisors, and leads.	1.0	\$164,343	(\$25,790)
Augment Staff in LED for Education Reimbursement Program	↑	To assist with the online implementation of the Education Reimbursement Program.	1.0	\$132,634	(\$20,505)
Augment Staff in LED to Expand Countywide Training	↑	To support the County's vision of becoming a learning organization and implement Countywide and agency-specific training.	2.0	\$230,746	(\$25,258)
Enhance Online Training in LED	↑	To design and produce custom, online County-specific trainings.	—	\$50,000	—
Increase Appropriations in LED for Equipment Assessment and Upgrade	↑	To improve audio, visual, and other technology in the conference and training center.	—	—	\$75,000
Enhance Resources in EOD to Develop Training Program	↑	To implement Sexual Harassment, Discrimination, and Bullying Prevention training for all County employees.	—	\$81,600	\$133,309
Increase Appropriations in EOD for Online Interactive Training	↑	To establish online, interactive courses for Reasonable Accommodation training.	—	—	\$50,000
Increase Reimbursement to Fiscal and Systems	↑	To provide fiscal support to the Workers' Compensation Program and analytical support for reporting of benefit rates and insurance cost.	—	—	—
Increase Reimbursement to Labor Relations	↑	To provide additional training and increase support to managers, supervisors, and leads.	—	—	—
Increase Reimbursement to Employee Benefits	↑	To reduce retiree medical caseload, implement benefit plan changes in the PeopleSoft HR system, and implement requirements created by the Affordable Care Act.	—	—	—
Augment Resources in ESA to Reimburse ISD	↑	ISD to provide additional services related to various IT projects.	—	\$62,359	—
Transfer Funds from Special Programs to Workers' Compensation Program	●	To fully fund the actuarial liability in the Workers' Compensation Program and eliminate the estimated deficit for LC 4850 benefits.	—	—	(\$34,000,000)

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



## ↑ Add Staff to Workers' Compensation Program

**Recommended Action:** Add 1.0 FTE Program Manager I position to reinstate the Temporary Modified Return-to-Work Program and allocate one-time funds of \$3,600 for space configuration and computer equipment.

**Service Impact:** The addition of the position will allow the Workers' Compensation Program to reinstate the Temporary Modified Return-to-Work Program. The Program Manager I will serve as the Return-to-Work Coordinator and will be responsible for Countywide implementation of the Board of Supervisor's approved policy for the Temporary Modified Return-to-Work Program. Employees who have sustained an industrial injury or illness on the job can benefit greatly from returning to work at the earliest, medically-approved opportunity. In addition to the psychological and physical benefits of returning to work, the employees can maintain their full salary during the recovery period. The Temporary Modified Return-to-Work Program will reduce temporary disability payments, costs associated with the workers' compensation claims process, and extra help and overtime costs of the operating departments to backfill for employees who would otherwise be at home. As the Workers' Compensation Program is an Internal Service Fund, the cost of the position will be charged to departments (both General Fund and Non-General Fund) through future benefit rates.

**Background:** The Temporary Modified Return-to-Work program was established in 1996 and is a collaborative approach between the Workers' Compensation Program and the County departments by providing temporary work assignments up to 12 weeks and return the injured workers to work as soon as possible. The program was temporarily halted prior to 2006 due to budget constraints.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$143,600**

**One-time Net Savings: \$20,333**

Salary savings reflecting time for recruitment: \$23,933

Services and Supplies: \$3,600

## ↑ Augment Staff in Fiscal and Systems

**Recommended Action:** Add 1.0 FTE Senior Accountant/Accountant III position and 1.0 FTE Senior Management Analyst/Management Analyst position and allocate one-time funds of \$75,000 for extra-help resources and \$3,200 for computer equipment.

**Service Impact:** The Senior Accountant/Accountant III will be solely dedicated to supporting the Risk Management Department, which includes Workers' Compensation, Liability/Property Insurance, Liability/Property Claims, and Occupational Safety and Environmental Compliance. This resource is necessary to ensure that the Risk Management Department receives adequate fiscal and accounting support including auditing of payments, maintaining financial integrity with checks and balances, claims processing, contracts reviews, and actuarial valuation reviews. Additionally, this position will assist with the implementation of a new risk management system in FY 16-17 by participating in the system implementation, documenting processes, and providing cost data.

The Senior Management Analyst/Management Analyst will provide the necessary analytical support related to the projections and reporting of benefit rates and insurance costs, preparation of health insurance premium rates and cost sharing schedules, assisting with process improvement efforts to streamline work processes, and assisting with short and long-term planning.

The one-time funds of \$75,000 will be used to hire two extra-help employees to train and assist with benefits payments and reporting due to recent staff turnovers. There are 13 distinct benefit programs offered to all active employees and retirees and it is anticipated that it would take six months for the two newly hired accountants to learn these complex benefits programs.

**Positions Added: 2.0 FTE**

**Ongoing Cost: \$287,131**

**One-time Net Cost: \$30,345**

Salary savings reflecting time for recruitment: \$47,855

Temporary Employees: \$75,000

Computer Equipment: \$3,200



### ↑ Convert Paper Files into Electronic Format

**Recommended Action:** Allocate one-time funds of \$100,000 to convert existing personnel, benefits, fiscal, and other paper files into electronic format and recognize one-time revenue of \$100,000.

**Service Impact:** The conversion of existing personnel, benefits enrollment, retiree, fiscal, and other paper files (totaling more than 1.1M pages) into electronic format is necessary to begin ESA's records management strategy to move away from labor-intensive, manual processes. In the past few years, ESA implemented new applications and or new enterprise modules; however, the existing papers files of personnel applications, medical files, benefits enrollment forms are outside the new systems. Many tasks require multiple parallel processes, depending on whether the documents are paper files and thus outside of the system or in electronic format. In FY 16-17, several IT projects will be implemented Countywide and in ESA, thus the conversion of existing paper files is necessary to begin automating the entire workflow. Also, the conversion of the paper files will provide space for eight additional cubicles on the 8th floor of the County Government Center at Hedding.

A portion of the remaining fund balance from the dissolution of the Bay Area Employee Relations Services (BAERS) in FY 15-16 will pay for this conversion project.

**One-time Net Cost: \$0**

One-time Cost: \$100,000

One-time Revenue: \$100,000

### ↑ Augment Staff in Human Resources Nurse Recruitment Unit

**Recommended Action:** Add 1.0 FTE Human Resources Analyst position, 1.0 FTE Human Resources Assistant II/I position, and convert a 0.6 FTE Administrative Nurse II position to 1.0 FTE.

**Service Impact:** The added positions will expedite recruitments, fill critical vacancies, and allow the County to increase its presence in the community for promotion and marketing purposes. Currently the average time to complete an open competitive recruitment for nurses is approximately 10 weeks. The additional resources will reduce recruitment time by approximately 30%.

**Background:** The Nurse Recruitment Unit currently consists of 0.6 FTE Administrative Nurse II position and 2.0 FTE Human Resources Analyst II positions. The positions in this unit are responsible for all nurse recruitments and outreach activities across the Santa Clara Valley Health and Hospital System (SCVHHS). The number of nurse recruitments across SCVHHS averages 200 a year. The Affordable Care Act, an improved local economy, the increase in retirements, and a shift in the types of locations the County is providing medical and mental health services has resulted in the significant increase in nurse recruitment activities. Nurse recruitments averaged eight to 10 regular exams per month three years ago but now averages 20 to 25.

**Positions Added: 2.4 FTE**

**Ongoing Cost: \$346,393**

**One-time Net Savings: \$35,566**

Salary savings reflecting time for recruitment: \$38,766

Computer Equipment: \$3,200

### ↑ Augment Staff in Employee Benefits to Support Retirees

**Recommended Action:** Add 2.0 FTE Human Resources Assistant II/I positions, 1.0 FTE Office Specialist III position, and allocate one-time funds of \$15,000 for space configuration and \$4,800 for computer equipment to reduce retiree medical caseload.

**Service Impact:** Two Human Resources Assistant II/I positions are added to reduce the retiree medical caseload to a manageable level so that staff will be able to complete critical tasks (such as enrolling retirees into a retiree medical plan and setting up the appropriate billing and collection mechanisms) in a timely manner in order for retirees to maintain their current benefit enrollment. The additional resources are needed to reduce the number of errors related to medical plan eligibility and premium deductions as well as reducing retroactive adjustments. The added positions will assist with the continual monitoring of existing retirees and their eligible dependents to identify when they become eligible for Medicare Part B and transfer the retirees and dependents to a Medicare-integrated medical plan on a timely basis. This is an important task as the County's cost to provide medical coverage to a retiree generally drops significantly when provided under a Medicare-integrated plan. Additionally, the added positions will

enable the Employee Benefits Department to return more calls in a timely manner, thus improving customer service.

The Office Specialist III position will assist with implementing the Internal Audit Division's recommendations related to the Medicare Part B reimbursement program. Retirees over the age of 65 or otherwise eligible for Medicare Part B are required to be enrolled in such plan. The County reimburses retirees for the cost of Medicare Part B premiums on a quarterly basis, subject to the maximum County contribution for retiree medical. The OS III position will assist with obtaining positive confirmation to ensure that retirees enrolled in Medicare Part B reimbursements remain eligible and terminating retirees who do not respond. Implementing the audit recommendations will significantly improve and strengthen the program.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$282,980**

**One-time Net Savings: \$27,363**

Salary savings reflecting time for recruitment: \$47,163

Services and Supplies: \$19,800

### ↑ Augment Staff to Support Administration of Employee Benefits

**Recommended Action:** Add 1.0 FTE Human Resources Analyst position and allocate one-time funds of \$1,600 for computer equipment.

**Service Impact:** The Human Resources Analyst position is needed to implement employee benefit plan changes in the PeopleSoft Human Resources Information System (HRIS), assist with implementing and managing all the requirements created by the Patient Protection and Affordable Care Act (ACA), and assist with the implementation of the Employee Benefits Department's strategic plan for the selection of benefit plan providers.

Recent labor negotiations have resulted in changes to employee benefit plans and the different contribution rates and effective dates. This has significantly increased the number of changes in PeopleSoft HRIS in order to implement the different benefit provisions in the labor agreements. Currently, the vast majority of these changes are processed by the Employee Benefits Program Manager. However, the increase in the number of required changes have resulted in other important tasks, such as employee benefit plan reconciliations, not

being performed. In addition, new laws and regulations relating to employee benefit plans, including the ACA, have steadily increased in the last several years. A significant amount of time is required to implement the changes necessary to bring the County into compliance with these laws and regulations.

The additional position will help manage and coordinate the various Request for Proposals (RFP) for the County's benefit plans and programs. The Employee Benefits Department must compile large amounts of data in preparation for the RFPs. If the RFP results in a change to a new benefit plan provider, the Employee Benefits Department will need to work with the vendor to transfer employee data and prepare employee communications.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$134,680**

**One-time Net Savings: \$20,847**

Salary savings reflecting time for recruitment: \$22,447

Computer equipment: \$1,600

### ↑ Augment Staff in Labor Relations

**Recommended Action:** Add 1.0 FTE Labor Relations Representative position and allocate one-time funds of \$1,600 for computer equipment.

**Service Impact:** The addition of the Labor Relations (LR) representative will enhance services to all County departments, particularly in the area of training. The additional position will reduce the number of departments, agencies, and employees supported by each LR Representative and allow for more time to be devoted to training. There are over 6,600 Managers, Supervisors and Leads who need training and additional support from Labor Relations in two critical areas of Progressive Discipline and Family Leave. The additional resource will allow the Department to train all new Supervisors and Managers and provide initial or refresher trainings to at least 800 existing Supervisors and Managers each year. Providing additional training, support, advice, and monitoring for the Progressive Discipline and Family Leave programs reduces the County's liability. It is important that managers and supervisors implement effective progressive discipline in a manner that supports and facilitates a Just Culture environment throughout the County. Family Leave laws continue to evolve and require updated training to ensure that employees receive the benefits to which they are entitled and reduce the County's liability of



misapplying those laws. The additional position will also assist LR (in conjunction with the Employee Benefits Department) in rolling out to labor organizations major changes to health benefits over the next 18 months.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$164,343**  
**One-time Net Savings: \$25,790**  
 Salary savings reflecting time for recruitment: \$27,390  
 Computer equipment: \$1,600

### ↑ Augment Staff in LED for Education Reimbursement Program

**Recommended Action:** Add 1.0 FTE Unclassified Management Analyst position and allocate one-time funds of \$1,600 for computer equipment. The position will expire January 1, 2018.

**Service Impact:** The addition of the unclassified position will assist with the management of the Education Reimbursement Program (ERP) and prepare it for transfer to another department once the online ERP program is fully implemented and pending issues have been resolved. This position will be solely dedicated to the ERP and will focus on process improvement and continued implementation of the online system, including: 1) onboarding unions not currently using the system, 2) debugging system problems, 3) managing contractual changes, and 4) setting up financial reports and program metrics.

Currently, approximately 50% of a Senior Trainer's time is devoted to managing the ERP, which negatively affects the level of training services provided by LED. The Senior Trainer manages claims processing, collaborates with Labor Relations on contract language interpretation, meets with unions regarding the ERP services, implements new features of the online system, and manages administrative support staff. The addition of this position will allow the Senior Trainer to focus on developing new supervisory courses, delivering training on supervisory topics, conducting Countywide training-needs assessments, and creating a new data analysis certification program for CEMA members.

**Background:** The ERP online program was launched in the fall of 2015. Prior to that, claim submissions were entirely paper-based. The program processes approximately 4,000 claims totaling approximately \$1,155,000 annually for 16 bargaining units.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$132,634**  
**One-time Net Savings: \$20,505**  
 Salary savings reflecting time for recruitment: \$22,105  
 Computer equipment: \$1,600

### ↑ Augment Staff in LED to Expand Countywide Training

**Recommended Action:** Add 1.0 FTE Senior Training and Staff Development position and 1.0 FTE Office Specialist III position and allocate one-time funds of \$10,000 for space configuration and \$3,200 for computer equipment.

**Service Impact:** The additional resources will enable the Learning and Employee Development (LED) to continue supporting the County's vision of becoming a learning organization and implementing Countywide and agency-specific training initiatives. Countywide training initiatives include those that are spearheaded by the County Executive's Office or included in union agreements.

The Senior Training and Staff Development position will design, deliver and manage Countywide training programs (such as Just Culture, Unit-Based Teams, Workplace Violence Prevention) in collaboration with the County Executive's Office. The position will also collaborate with executive managers to develop learning solutions that assist in meeting their agency's strategic plans on customer service, consolidation, process improvement, building bench strength, increasing latent talent, employee engagement, and building a Just Culture work environment. Additionally, the position will provide agency-specific, customized training and organizational development services for managers, supervisors, and employees. The position will collaborate with subject matter experts and e-learning designers to create web-based training (WBT) courses tied to Countywide and agency-specific online courses.

The Office Specialist III position will be supporting training-related activities by managing course enrollment in scLearn, ordering training materials/supplies, handling print production,



coordinating/scheduling training with departments and vendors, managing the training center room reservations, providing training evaluations to participants and instructors, and collecting information on metrics. The addition of this support position will allow the trainers to focus on providing direct training services rather than spending time on training-support activities.

**Positions Added: 2.0 FTE**

**Ongoing Cost: \$230,746**

**One-time Net Savings: \$25,258**

Salary savings reflecting time for recruitment: \$38,458

Services and Supplies: \$13,200

### ↑ Enhance Online Training in LED

**Recommended Action:** Allocate ongoing funds of \$50,000 for a custom online training program in the Learning and Employee Development Department (LED).

**Service Impact:** The additional resources will allow LED to design, develop, and produce custom, online, on demand County-specific trainings. The ongoing funding will enable LED to create up to six online trainings per year. Online training increases the number of employees who are able to take training, reduces resources required with instructor-led trainings, and allows employees to access training when needed instead of waiting three to six months for the next available instructor-led training. Based on employee surveys and assessments, there is a need for more training on County processes, such as budgeting, finance, legislative file writing, hiring, FMLA, and labor relations.

**Ongoing Cost: \$50,000**

### ↑ Increase Appropriations in LED for Equipment Assessment and Upgrade

**Recommended Action:** Allocate one-time funds of \$75,000 for the assessment and upgrade of technology equipment at the Training and Conference Center at Charcot.

**Service Impact:** The one-time funds will be used to assess the audio/visual and other technology equipment in the Conference and Training Center, upgrade equipment in one training room and one conference room, and create design specifications to upgrade equipment for the entire Training and Conference Center. LED will engage a consultant to

assess the current audio/visual equipment and create design specifications for upgrading the training rooms. LED will be piloting the equipment upgrade of one training room and one conference room to ensure that the proposed upgrades fully meet the needs of the County prior to requesting funding to fully upgrade the rest of the Training and Conference Center. The assessment and upgrade is needed as the current equipment (projectors, screens, audio, etc.) is not conducive to an effective learning environment. The screens and projectors in all the training rooms were designed for displaying videos in a dark room (such as a home theater), and do not allow for proper viewing of training slides. This environment is especially challenging when there is a large training session, such as New Employee Orientation or Retirement Planning. In order to facilitate trainings for a large group, the movable wall is opened to combine the two biggest training rooms into one. Although up to 100 employees attend these trainings, less than half can adequately view the presentation slides due to the length of the combined room, the dimness of the projector/screen, and the lack of secondary viewing equipment for those in the back of the room. Additionally, only one training room has built-in audio capabilities. When trainers need to use audio equipment in the other training rooms, USB speakers are needed but are not always available or suitable.

**One-time Cost: \$75,000**

### ↑ Enhance Resources in EOD to Develop Training Program

**Recommended Action:** Allocate \$81,600 in ongoing funds for the purchase of web-based training, one-time funds of \$45,000 for instructor-led training, and one-time funds of \$88,309 for administrative support for the Sexual Harassment, Discrimination, and Bullying Prevention training program for all County employees.

**Service Impact:** The additional resources will allow the Equal Opportunity Department (EOD) to develop and implement a program to provide regular training to all County employees regarding sexual harassment, discrimination, and bullying prevention in the workplace. The web-based and instructor-led trainings will provide opportunities for all County employees who are non-supervisors/managers/leads to be trained every three years. The goal is for each employee to complete a full (1 to 2 hour) on-line or instructor-led

training once in his/her employment with the County and take a shorter (approximately 30 minutes) refresher course thereafter every three years. The administrative support is needed to manage this training program as well as monitor for compliance.

**Ongoing Cost: \$81,600**  
**One-time Cost: \$133,309**

### ↑ Increase Appropriations in EOD for Online Interactive Training

**Recommended Action:** Allocate one-time funds of \$50,000 for an online, interactive training program.

**Service Impact:** The additional resources will allow the Equal Opportunity Department (EOD) to establish an online, five to 10 minutes, interactive course for Reasonable Accommodation to instruct supervisors of their legal obligations. This five to 10 minutes online video/interactive training will provide supervisors with immediate guidance on how to conduct the required interactive meetings with employees who request for reasonable accommodation. EOD will evaluate the effectiveness of this first online, interactive course for Reasonable Accommodation and make any necessary modifications to adjust the content and length when rolling out other required trainings. Online training provides more opportunities for supervisors and leads to receive the training when needed and reduces travel time associated with attending instructor-led training. Additional training reduces the County's liabilities and risks as more supervisors and leads are aware of the legal requirements and the necessary actions to take.

**One-time Cost: \$50,000**

### ↑ Increase Reimbursement to Fiscal and Systems

**Recommended Action:** Allocate funds in various ESA programs to partially reimburse Fiscal and Systems for the addition of 1.0 FTE Senior Accountant position and 1.0 FTE Senior Management Analyst position.

**Service Impact:** The cost of the positions added in Fiscal and Systems will be partially charged to the Life Insurance Program, Delta Dental Insurance, Workers' Compensation Program, Liability/Property Insurance, Human Resources-HHS, Occupational Safety and Environmental Compliance, and Employee Benefits.

The Senior Accountant position will be solely dedicated to the Risk Management Department to ensure that it receives adequate fiscal and accounting support. The Senior Management Analyst position will provide the necessary analytical support related to the projections and reporting of benefit rates and insurance costs, preparation of health insurance premium rates and cost sharing schedules, assisting with process improvement efforts to streamline work processes, and assisting with short and long-term planning.

**Ongoing Net Cost: \$0**  
Ongoing Cost: \$137,245  
Ongoing Reimbursement: \$137,245

### ↑ Increase Reimbursement to Labor Relations

**Recommended Action:** Allocate funds in Employee Benefits to partially reimburse Labor Relations for the addition of 1.0 FTE Labor Relations Representative position.

**Service Impact:** The addition of the position in Labor Relations will enhance services to all County departments, particularly in the area of training. The additional resource will increase Labor Relations' capacity to work with the Employee Benefits Department to roll out major changes to health benefits over the next 18 months.

**Ongoing Net Cost: \$0**  
Ongoing Cost: \$1,684  
Ongoing Reimbursement: \$1,684

### ↑ Increase Reimbursement to Employee Benefits

**Recommended Action:** Allocate funds in various insurance programs to partially reimburse Employee Benefits for the additions of 3.0 FTE Human Resources Assistant II/I positions and 1.0 FTE Office Specialist III position.

**Service Impact:** The cost of the positions added to Employee Benefits will be partially charged to Life Insurance, Delta Dental Insurance, and Unemployment Insurance. These positions are needed to reduce the retiree medical caseload, implement employee benefit plan changes in the PeopleSoft Human Resources Information System (HRIS), and assist with

implementing and managing all the requirements created by the Patient Protection and Affordable Care Act (ACA).

**Ongoing Net Cost: \$0**

Ongoing Cost: \$17,610  
Ongoing Reimbursement: \$17,610

**↑ Augment Resources in ESA to Reimburse  
ISD**

**Recommended Action:** Allocate ongoing funds of \$62,359 in ESA to reimburse the Information Services Department (ISD) for additional services.

**Service Impact:** Due to the recommendations to increase staff and services in ISD, additional appropriations in ESA is needed. Below is a list of the recommendations for ISD that impact ESA:

- Office 365 management and user adoption
- Critical infrastructure support for Office 365
- Business operations and asset management functions
- Information privacy & security
- Support for newly implemented efficiencies
- Operational Projects

Additional information on the above recommendations is in the ISD section of the Recommended Budget.

**Ongoing Cost: \$62,359**

**● Transfer Funds from Special Programs to  
Workers' Compensation Program**

**Recommended Action:** Allocate \$34,000,000 in one-time funding from Special Programs to the Workers' Compensation Program to address the unfunded actuarial liability and eliminate the deficit for Labor Code (LC) 4850 benefits.

**Service Impact:** There is no service impact. The FY 16-17 Recommended Budget includes \$7,368,000 in partial recoupment of the unfunded actuarial liability in the employee benefit rates. The additional one-time transfer of \$34,000,000 from the General Fund to the Workers' Compensation Fund 78 will provide a total contribution of \$41,368,000, eliminating the estimated

deficit for the LC 4850 benefits and fully funding the actuarial liability to within the Board policy target range between 70% and 80% confidence level.

**Background:** The Workers' Compensation Program's unfunded actuarial liability is estimated at \$33,490,000 as of June 30, 2016. This funding deficit is projected at a confidence level of 70%, where there is 70% probability that the corresponding funding amount will be sufficient to meet actual claim liabilities. The Workers' Compensation Program deficit net position is projected to be \$37,000,000 at 75% confidence level, or \$41,213,000 at 80% confidence level, and \$46,246,000 at 85% confidence level.

The County also has an additional liability associated with workers' compensation. This liability is related to paying the full salary to injured safety workers for one year following injury as required under LC 4850. The Actuary estimated this liability to be \$2,472,000 as of June 30, 2016.

On June 16, 2015, the Board approved the revision to the Workers' Compensation funding policy to fund the self-insurance program at no less than 70% confidence level and no more than the 80% confidence level as determined by an annual actuarial study, unless the Board of Supervisors approve a lower or higher funding target for a single fiscal year to accommodate special circumstances for the identified fiscal year. The Actuary generally recommends maintaining the Workers' Compensation Program at the 80% confidence level and tends to think of the 70% confidence level as marginally acceptable and of the 90% confidence level as conservative.

**One-time Savings: \$34,000,000**

One-time funds used to eliminate unfunded actuarial liability and deficit for LC 4850 benefits

### Employee Services Agency— Budget Unit 130 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1126	Equal Opportunity - Fund 0001	1,076,655	1,146,059	1,391,874	1,577,365	431,306	37.6%
1127	Life Insurance Program - Fund 0280	413,376	1,240,385	1,226,569	1,234,597	(5,788)	-0.5%
1128	HR Department - HHS - F0001	4,945,276	5,310,306	5,784,837	6,120,016	809,710	15.2%
1129	Delta Dental Insurance Program-Fund 0282	20,956,135	21,523,846	24,433,886	24,444,167	2,920,321	13.6%
1140	Labor Relation-Fund 0001	1,201,918	1,388,788	1,548,949	1,688,716	299,928	21.6%
1141	Agency Administration - Fund 0001	827,221	854,508	959,461	1,244,058	389,550	45.6%
1142	Bay Area Employee Relations Serv - Fund 0001	107,690	444	—	—	(444)	-100.0%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	0	0	—	—	0	-100.0%
1147	Workers' Compensation-Fund 0078	36,637,649	45,660,336	45,817,665	45,996,510	336,174	0.7%
1145	Employee Benefits - Fund 0001	461,849	2,876,498	2,903,566	3,309,691	433,193	15.1%
1146	Unemployment Insurance - Fund 0076	2,245,950	2,191,610	2,224,383	2,230,546	38,936	1.8%
1148	Human Resources - Fund 0001	5,289,064	6,350,043	5,624,425	5,641,267	(708,776)	-11.2%
1163	Learning & Employee Development - Fund 0001	1,778,446	1,498,145	1,587,418	2,115,344	617,199	41.2%
1164	Education Assistance - Fund 0001	1,109,346	1,176,612	1,201,612	1,201,612	25,000	2.1%
2310	Liability/Property Insur. Claims - Fund 0075	29,567,593	32,684,403	32,699,692	32,726,785	42,382	0.1%
<b>Total Net Expenditures \$</b>		<b>106,618,169 \$</b>	<b>123,901,983 \$</b>	<b>127,404,336 \$</b>	<b>129,530,673 \$</b>	<b>5,628,690</b>	<b>4.5%</b>

### Employee Services Agency— Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1116	Human Resources -SSA - Fund 0001	\$ 2,541,099	\$ 3,117,240	\$ 3,132,467	\$ 3,135,588	\$ 18,348	0.6%
1126	Equal Opportunity - Fund 0001	1,147,340	1,219,729	1,468,732	1,654,223	434,494	35.6%
1127	Life Insurance Program - Fund 0280	413,376	1,240,385	1,226,569	1,234,597	(5,788)	-0.5%
1128	HR Department - HHS - F0001	4,945,276	5,310,306	5,784,837	6,120,016	809,710	15.2%



### Employee Services Agency— Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1129	Delta Dental Insurance Program-Fund 0282	20,956,135	21,523,846	24,433,886	24,444,167	2,920,321	13.6%
1140	Labor Relation-Fund 0001	1,938,174	2,043,242	2,300,827	2,442,278	399,036	19.5%
1141	Agency Administration - Fund 0001	2,126,914	2,322,183	2,743,735	3,165,577	843,394	36.3%
1142	Bay Area Employee Relations Serv - Fund 0001	107,690	444	—	—	(444)	-100.0%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	1,304,244	1,341,680	1,321,953	1,329,359	(12,322)	-0.9%
1147	Workers' Compensation-Fund 0078	36,637,649	45,660,336	46,245,846	46,424,691	764,355	1.7%
1145	Employee Benefits - Fund 0001	2,994,955	5,873,152	5,846,348	6,270,083	396,931	6.8%
1146	Unemployment Insurance - Fund 0076	2,246,440	2,191,610	2,224,383	2,230,546	38,936	1.8%
1148	Human Resources - Fund 0001	5,814,647	7,230,271	6,028,017	6,044,859	(1,185,412)	-16.4%
1163	Learning & Employee Development - Fund 0001	1,932,857	1,693,145	1,782,418	2,310,344	617,199	36.5%
1164	Education Assistance - Fund 0001	1,109,346	1,176,612	1,201,612	1,201,612	25,000	2.1%
2310	Liability/Property Insur. Claims - Fund 0075	29,567,593	32,684,403	34,653,512	34,680,605	1,996,202	6.1%
<b>Total Gross Expenditures \$</b>		<b>115,783,736 \$</b>	<b>134,628,584 \$</b>	<b>140,395,140 \$</b>	<b>142,688,543 \$</b>	<b>8,059,959</b>	<b>6.0%</b>

### Employee Services Agency— Budget Unit 130 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 25,181,301	\$ 27,424,765	\$ 28,561,566	\$ 30,090,956	\$ 2,666,191	9.7%
Services And Supplies	90,529,680	104,990,480	109,620,235	110,384,248	5,393,768	5.1%
Other Charges	756	2,090	2,090	2,090	—	—
Operating/Equity Transfers	72,000	—	—	—	—	—
Reserves	—	2,211,249	2,211,249	2,211,249	—	—
<b>Total Gross Expenditures \$</b>	<b>115,783,736 \$</b>	<b>134,628,584 \$</b>	<b>140,395,140 \$</b>	<b>142,688,543 \$</b>	<b>8,059,959</b>	<b>6.0%</b>
Expenditure Transfers	(9,165,567)	(10,726,601)	(12,990,804)	(13,157,870)	(2,431,269)	22.7%
<b>Total Net Expenditures \$</b>	<b>106,618,169 \$</b>	<b>123,901,983 \$</b>	<b>127,404,336 \$</b>	<b>129,530,673 \$</b>	<b>5,628,690</b>	<b>4.5%</b>



### Employee Services Agency— Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1127	Life Insurance Program - Fund 0280	\$ 1,134,226	\$ 1,169,374	\$ 537,395	\$ 537,395	(631,979)	-54.0%
1128	HR Department - HHS - F0001	131	—	—	—	—	—
1129	Delta Dental Insurance Program-Fund 0282	21,270,625	21,175,967	24,097,984	24,097,984	2,922,017	13.8%
1141	Agency Administration - Fund 0001	1,608,712	1,774,875	1,774,875	1,874,875	100,000	5.6%
1142	Bay Area Employee Relations Serv - Fund 0001	(13,819)	—	—	—	—	—
1147	Workers' Compensation-Fund 0078	51,611,500	58,883,962	56,246,374	90,246,374	31,362,412	53.3%
1145	Employee Benefits - Fund 0001	310,301	1,539,207	250,829	250,829	(1,288,378)	-83.7%
1146	Unemployment Insurance - Fund 0076	15,175	1,097,179	2,086,754	2,086,754	989,575	90.2%
1148	Human Resources - Fund 0001	6,310	50,000	10,000	10,000	(40,000)	-80.0%
2310	Liability/Property Insur. Claims - Fund 0075	24,793,458	28,173,218	32,011,147	32,011,147	3,837,929	13.6%
<b>Total Revenues \$</b>		<b>100,736,619</b>	<b>113,863,782</b>	<b>117,015,358</b>	<b>151,115,358</b>	<b>37,251,576</b>	<b>32.7%</b>

### Employee Services Agency— Budget Unit 130 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 810,860	\$ 969,420	\$ 1,339,896	\$ 1,339,896	\$ 370,476	38.2%
Charges For Services	95,133,009	106,065,807	110,229,649	110,229,649	4,163,842	3.9%
Other Financing Sources	3,161,567	5,049,483	3,666,741	37,766,741	32,717,258	647.9%
Aid From Government Agencies - Federal	1,614,055	1,779,072	1,779,072	1,779,072	—	—
Revenue From Other Government Agencies	17,128	—	—	—	—	—
<b>Total Revenues \$</b>	<b>100,736,619</b>	<b>113,863,782</b>	<b>117,015,358</b>	<b>151,115,358</b>	<b>37,251,576</b>	<b>32.7%</b>



## Human Resources -SSA - Fund 0001 — Cost Center 1116

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	26.0	\$ —	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(74,717)	—
IntraCounty Adjustments	—	24,159	—
Other Adjustments	—	50,558	—
<b>Subtotal (Current Level Budget)</b>	<b>25.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>25.0</b>	<b>\$ —</b>	<b>\$ —</b>

## Equal Opportunity - Fund 0001 — Cost Center 1126

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	8.0	\$ 1,146,059	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	215,284	—
IntraCounty Adjustments	—	23,009	—
Other Adjustments	—	7,522	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,391,874</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,182	\$ —
Decision Packages			
Increase Approp in EOD for Online Interactive Training	—	50,000	—
Enhance Resources in EOD to Develop Training Program	—	133,309	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 185,491</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,577,365</b>	<b>\$ —</b>



### Life Insurance Program - Fund 0280 — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0280 - County Life Insurance Plan ISF (Fund Number 0280)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,240,385	\$ 1,169,374
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(13,816)	—
Other Adjustments	—	—	(631,979)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,226,569</b>	<b>\$ 537,395</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 8,028	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 8,028</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,234,597</b>	<b>\$ 537,395</b>

### HR Department - HHS - F0001 — Cost Center 1128 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	40.6	\$ 5,310,306	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	350,172	—
IntraCounty Adjustments	—	10,219	—
Other Adjustments	—	114,140	—
<b>Subtotal (Current Level Budget)</b>	<b>41.6</b>	<b>\$ 5,784,837</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 24,352	\$ —
Decision Packages			
Augment Staff in Human Resources Nurse Recruitment Unit	2.4	310,827	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.4</b>	<b>\$ 335,179</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>44.0</b>	<b>\$ 6,120,016</b>	<b>\$ —</b>





## Delta Dental Insurance Program-Fund 0282 — Cost Center 1129

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0282 - CA Delta Dental Service Plan ISF (Fund Number 0282)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 21,523,846	\$ 21,175,967
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(32,676)	—
Other Adjustments	—	2,942,716	2,922,017
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 24,433,886</b>	<b>\$ 24,097,984</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 10,281	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 10,281</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 24,444,167</b>	<b>\$ 24,097,984</b>

## Labor Relation-Fund 0001 — Cost Center 1140

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	12.0	\$ 1,388,788	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	66,822	—
IntraCounty Adjustments	—	7,883	—
Other Adjustments	—	85,456	—
<b>Subtotal (Current Level Budget)</b>	<b>12.0</b>	<b>\$ 1,548,949</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,214	\$ —
Decision Packages			
Augment Staff in Labor Relations	1.0	138,553	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 139,767</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 1,688,716</b>	<b>\$ —</b>



**Agency Administration - Fund 0001 — Cost Center 1141**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	14.0	\$ 854,508	\$ 1,774,875
Board Approved Adjustments During FY 2016	1.0	2	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	58,656	—
IntraCounty Adjustments	—	51,902	—
Other Adjustments	—	(5,607)	—
<b>Subtotal (Current Level Budget)</b>	<b>15.0</b>	<b>\$ 959,461</b>	<b>\$ 1,774,875</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ (132,879)	\$ —
Decision Packages			
Augment Staff in Fiscal and Systems	2.0	317,476	—
Convert Paper Files into Electronic Format	—	100,000	100,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 284,597</b>	<b>\$ 100,000</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 1,244,058</b>	<b>\$ 1,874,875</b>

**Bay Area Employee Relations Serv - Fund 0001 — Cost Center 1142**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 444	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(444)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>



**Occupatnl Safety&Enviromtl Compl. -Fund 0001 — Cost Center 1143**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0 \$	0 \$	—
Board Approved Adjustments During FY 2016	-1.0	(181,975)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,090	—
IntraCounty Adjustments	—	134,535	—
Other Adjustments	—	3,350	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0 \$</b>	<b>0 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>6.0 \$</b>	<b>0 \$</b>	<b>—</b>

**Workers' Compensation-Fund 0078 — Cost Center 1147**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0078-Worker's Compensation (Fund Number 0078)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	33.0 \$	45,660,336 \$	58,883,962
Board Approved Adjustments During FY 2016	—	83,776	(5,500,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	75,890	—
IntraCounty Adjustments	—	(2,337)	—
Other Adjustments	—	—	2,862,412
<b>Subtotal (Current Level Budget)</b>	<b>33.0 \$</b>	<b>45,817,665 \$</b>	<b>56,246,374</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	55,578 \$	34,000,000
Decision Packages			
Add Staff to Workers' Compensation Program	1.0	123,267	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0 \$</b>	<b>178,845 \$</b>	<b>34,000,000</b>
<b>Recommended Budget</b>	<b>34.0 \$</b>	<b>45,996,510 \$</b>	<b>90,246,374</b>



## Employee Benefits - Fund 0001 — Cost Center 1145

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	16.0	\$ 2,876,498	\$ 1,539,207
Board Approved Adjustments During FY 2016	—	2,690	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	209,274	—
IntraCounty Adjustments	—	(238,453)	—
Other Adjustments	—	53,557	(1,288,378)
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 2,903,566</b>	<b>\$ 250,829</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 36,675	\$ —
Decision Packages			
Augment Staff in Employee Benefits to Support Retirees	3.0	255,617	—
Augment Staff to Support Administration of Employee Benefits	1.0	113,833	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>4.0</b>	<b>\$ 406,125</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>21.0</b>	<b>\$ 3,309,691</b>	<b>\$ 250,829</b>

## Unemployment Insurance - Fund 0076 — Cost Center 1146

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0076-Unemployment Insurance ISF (Fund Number 0076)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 2,191,610	\$ 1,097,179
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	32,773	—
Other Adjustments	—	—	989,575
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 2,224,383</b>	<b>\$ 2,086,754</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 6,163	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 6,163</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 2,230,546</b>	<b>\$ 2,086,754</b>



## Human Resources - Fund 0001 — Cost Center 1148

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	33.0	\$ 6,350,043	\$ 50,000
Board Approved Adjustments During FY 2016	—	33,591	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(42,898)	—
IntraCounty Adjustments	—	(746,351)	(40,000)
Other Adjustments	—	30,040	—
<b>Subtotal (Current Level Budget)</b>	<b>31.0</b>	<b>\$ 5,624,425</b>	<b>\$ 10,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 16,842	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 16,842</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>31.0</b>	<b>\$ 5,641,267</b>	<b>\$ 10,000</b>

## Risk Mgt Admin Fund 0001 — Cost Center 1149

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>



## Learning & Employee Development - Fund 0001 — Cost Center 1163

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,498,145	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,977	—
IntraCounty Adjustments	—	124,905	—
Other Adjustments	—	(42,609)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,587,418</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3,709	\$ —
Decision Packages			
Augment Staff in LED for Education Reimbursement Program	1.0	112,129	—
Augment Staff in LED to Expand Countywide Training	2.0	205,488	—
Enhance Online Training in LED	—	50,000	—
Increase Appropriation in LED for Equip Assessment & Upgrade	—	75,000	—
Enhance Resources in EOD to Develop Training Program	—	81,600	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 527,926</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>12.0</b>	<b>\$ 2,115,344</b>	<b>\$ —</b>

## Education Assistance - Fund 0001 — Cost Center 1164

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,176,612	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	25,000	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,201,612</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —



**Education Assistance - Fund 0001 — Cost Center 1164**  
**Major Changes to the Budget**

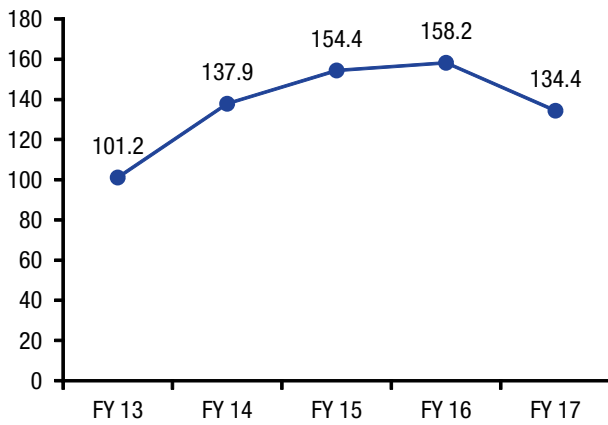
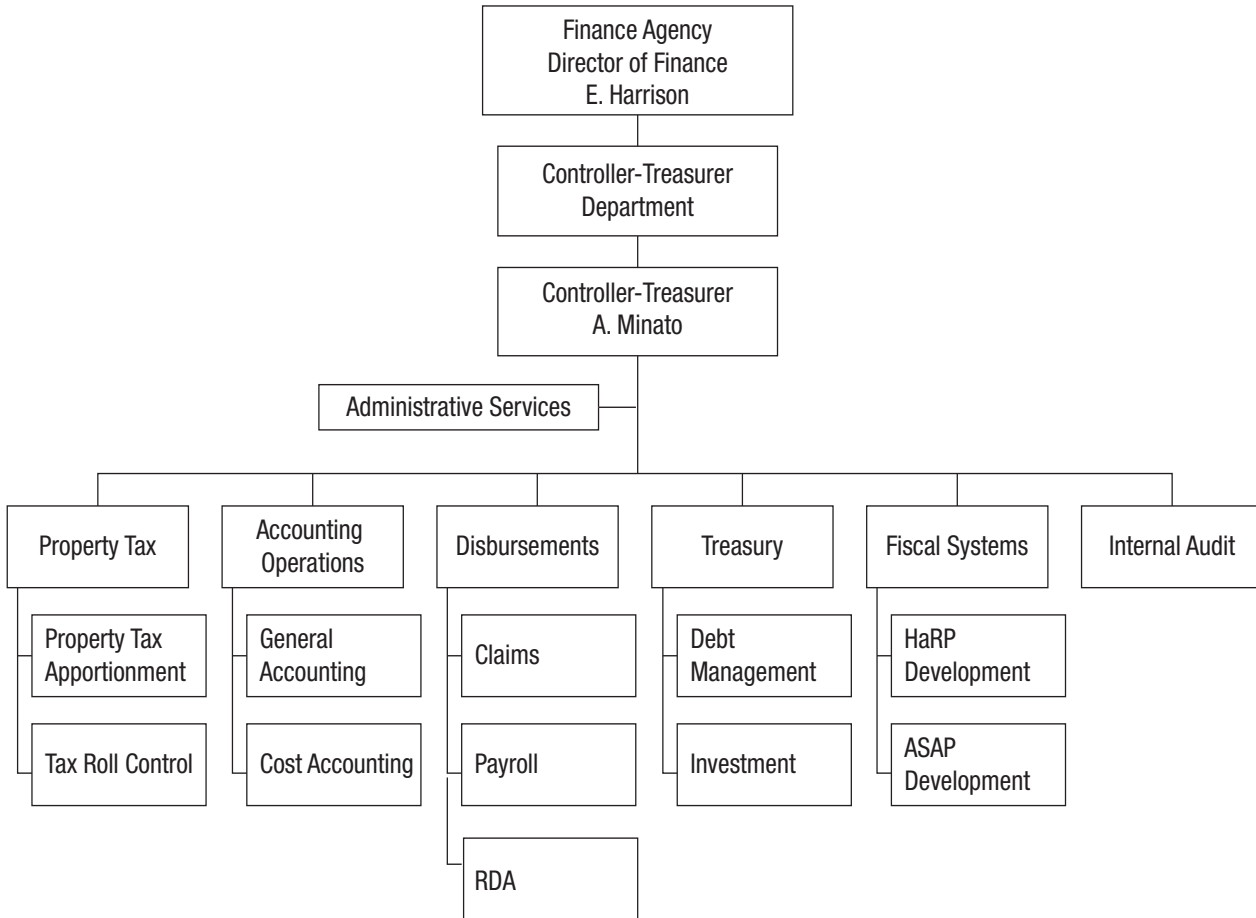
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 1,201,612	\$ —

**Liability/Property Insur. Claims - Fund 0075 — Cost Center 2310**  
**Major Changes to the Budget**

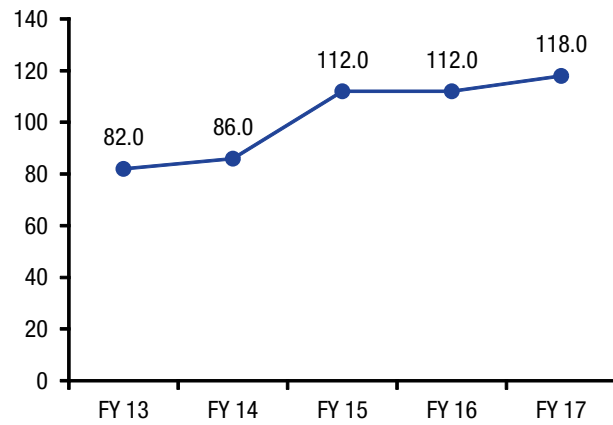
	Positions	Appropriations	Revenues
<b>0075-Insurance ISF (Fund Number 0075)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	10.0	\$ 32,684,403	\$ 28,173,218
Board Approved Adjustments During FY 2016	—	1,142,467	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	14,767	—
IntraCounty Adjustments	—	(1,141,543)	3,759,971
Other Adjustments	—	(402)	77,958
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 32,699,692</b>	<b>\$ 32,011,147</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 27,093	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 27,093</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 32,726,785</b>	<b>\$ 32,011,147</b>



# Controller-Treasurer Department



**Gross Appropriation Trend**



**Staffing Trend**

Data reflects appropriation level for both the Controller-Treasurer and County Debt Service (BU 810).





## Public Purpose

- ➔ **Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents**



## Description of Major Services

The Controller-Treasurer Department is the largest of the four departments within the Finance Agency. The Department has Countywide responsibility for accounting, disbursements, treasury and investment, internal auditing, and accounting systems management. The Department plays a critical role in ensuring the County's financial success and ongoing viability.

As the Chief Accounting Officer of the County, the Controller-Treasurer provides:

- Accounting and financial related services,
- Payroll,
- Accounts payable,
- Fixed asset control,
- Financial statement preparation,
- Cost plan preparation,
- SB 90 claim coordination,
- Fee and charge development and monitoring,
- Property tax rate calculations and apportionments,
- Debt structures and issuances,

- Accounting systems administration, development and support for Countywide financial systems (SAP accounting and procurement system, Kronos time and attendance system, PBF budgeting system, and PeopleSoft human resource and payroll system), and
- Other financial functions.

## Accounting Operations

### General Accounting Unit

This Unit provides accurate, complete, and timely financial records, manages and controls disbursements and deposits for accuracy, timeliness and cash management. Major areas of accounting include revenue receipt and distribution, apportionment of interest earnings, accounting support for operating departments, financial reporting, and compliance with state and federal reporting requirements as well as generally accepted governmental accounting principles.

This Unit, in partnership with operating departments, coordinates and completes the annual single audit and the production of the Comprehensive Annual Financial Report (CAFR).

### **Cost Accounting Unit**

The Cost Management Unit is responsible for SB 90 mandated cost reimbursement programs, Countywide Cost Allocation Plan, and fees and charges for the County, and maximizes the General Fund reimbursements via the Cost Allocation Plan.

### **Disbursement Unit**

This Unit processes payments of County funds to employees and vendors on time and in accordance with laws, regulations, procedures, and contractual provisions. Payment processing includes, but is not limited to, the issuance of payroll to employees on a bi-weekly basis and the reporting, collection and subsequent remittance of payroll earnings, taxes and deductions. Responsibilities also include the establishment, training, and monitoring of procedures and guidelines related to County pay practices to ensure compliance with the law, County policies, and prudent expenditure of public funds. This Unit reviews and approves travel claims from County employees and performs sample review of departmental payments and transactions incurred by County Procurement-Card holders.

### **Property Tax Division**

#### **Tax Apportionment Unit**

This Unit allocates and distributes property taxes accurately and timely 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, and provides reliable tax projections to County departments, cities, schools, and others.

#### **Tax Roll Control Unit**

This Unit performs the extension of annual tax roll in accordance with the Revenue and Taxation Code §2601. The extension requires the certification of assessment roll from the Office of the Assessor, State Board of Equalization, the computed annual bond debt rates approved by the Board of Supervisors, placement of special assessments, and reconciliation of the extended tax roll prior to certifying to the Tax Collector for tax bills printing, mailing, and collecting.

This Unit is responsible for processing corrections to the tax rolls and supplemental tax roll changes throughout the year, which requires thorough analysis to allow cancellation of existing tax bills, reissuance of tax bills, refunds of overpayments, or additional tax bills.

### **Treasury Division**

#### **Investment Unit**

Staff in this Unit invests 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 Unit**

This Unit provides the Administration with ongoing analyses of the long-term debt and makes accurate and timely debt service payments on long-term debt issued by the County as well as the general obligation bonds issued by the school districts and special districts.

### **Fiscal Systems Division**

This Division is comprised of various system administrators and developers for the County's fiscal systems including:

- SAP - accounting and procurement system
- PeopleSoft - human resource-payroll system
- Kronos -time and attendance system
- PBF - Public Budget Formulation system

This Division is responsible for business process improvement analysis, problem solving, development of custom reports including the County's electronic report distribution (ERD) system, user training, and customization as well as ongoing system maintenance.

### **Internal Audit Division**

Auditors in this Division assist the Administration in its role 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 Program

The Department oversees the winding down at the local level for the County of Santa Clara. In this role, the Department implements the 2011 laws for the dissolution of redevelopment agencies by performing

the State mandated annual review of Recognized Obligation Payment Schedules (ROPS) submitted by the redevelopment successor agencies and annual ROPS true-up audits.

## Current and Emerging Issues

### Assurance of Accountability

The Controller-Treasurer Department protects County financial resources and ensures adequate fiscal responsibility within the County government. The Department is challenged to keep up with this important mission due to competing priorities and increased mandates. It is refocusing efforts to strengthen the control environment, increase control activities, and serve as a leader in transparency and fiscal integrity.

### Financial Policies

Demonstrating this commitment towards fiscal accountability and leadership, the Department will initiate a top-to-bottom review of accounting, payroll, and other financial policies and procedures. The purpose of this effort is to ensure that our existing policies are current, but more importantly, to identify functional areas where new or expanded policies are needed to ensure public funds are administered with the highest standards of safekeeping, professionalism, and in accordance with all government accounting or other standards. As of this writing, an inventory of all existing policies is being conducted. Additionally, meetings with the County Executive's Policies and Procedures Administrators have been held to ensure the Department's efforts are aligned with the Countywide related efforts. In the coming year, the Department will benchmark its policies and procedures against other similar jurisdictions and governmental organizations.

### Web-Based Procurement and Payment System

Over the past year, the Procurement and Controller-Treasurer Departments implemented the Ariba System. Ariba is a web-based procurement and payment system designed to streamline procurement processes and drive compliance. Ariba is a phased implementation and in upcoming months, Ariba Procure to Pay (P2P) module will be rolled out to multiple County

departments. Both the Procurement and Controller-Treasurer Departments will lead and provide necessary training, support and assistance to departments and County suppliers. As part of this effort, the two departments are also attempting to increase the County's receipt of purchasing discounts in exchange for accelerated invoice payment. Using the Ariba Discount Professional module, the County is automating the early-payment discounting process from initial offer through final payment.

In addition to Ariba P2P and Discount Professional module implementation, the Department will also participate in implementation of the Spend Visibility module of Ariba. This module will assist the County to optimize sourcing activity and manage spend efficiently.

### Banking Automation

The Department led the implementation effort to change the County's operational banking service provider to Wells Fargo Bank. Changing to Wells Fargo will save the County 43% compared to retaining its former bank. In just two months, the Department transitioned 31 County Departments, 42 School Districts, 12 Special Districts, and 357 individual users. Controller-Treasurer leadership brought together staff from the Finance Agency, Information Services Department, department/district fiscal and information technology staff, and Wells Fargo implementation professionals. This team met with all departments and districts to develop customized transition plans including analysis of current banking functions, technical coordination to ensure proper check printing and transferring of electronic payment files, equipment and supply needs, and most importantly training for the several hundred people performing banking operations.

Although the formal banking transition is complete, there are other efforts planned to further reduce costs and increase efficiency. These include a top-to-bottom

analysis of all department-level banking operations to automate processes further, automation of tax receipt processing in the Office of the Tax Collector, and possible automation of the patient payment and medical document management at Valley Medical Center

**Building Bench Strength**

The audit completed by the Board's Management Audit Division identified inadequate staffing levels and the lack of sufficient leadership positions. With this in mind, the Department requested and was approved for the deletion of two existing positions, replaced by two positions in Central Payroll and the General Accounting Unit during the mid-year process. Additional positions will be coming before the Board for approval as part of the FY 16-17 Recommended Budget.

**Learning Organization**

Over the past two and a half years, the Finance Agency (Agency) has held open discussions on an individual, work group, department, and Agencywide basis to review the outcomes of the organizational assessment and determine where to improve and focus its efforts to implement the County Executive's vision of a Just Culture environment. Based on the feedback received from employees, the Agency identified career growth as the main priority with communications, manager and supervisor relationships, and respect, trust, and morale as secondary priorities.

To meet employee needs, the Agency held a Career Conference in May 2015 at the Corinthian Club in downtown San Jose. In partnership with the Employee

Services Agency (ESA) and the Training for Office Professionals Program (TOP), the program included a very full day of inspiration and learning about how to succeed in the four identified career paths - Accounting, Collections, Administration and Information Technology. Conference participants were subsequently provided with an opportunity for one-on-one review of resumes, qualifications and career advice from Analysts at ESA; and TOP staff put on a special program just for the Agency, covering interview and resume skills.

The Agency used the Just Culture framework to address how to deal with quality control. It encompasses the importance of respectful, supportive and nurturing relationships between co-workers, between leaders and line staff and between staff and our customers. The Agency also held classes on Building and Repairing Trust exclusively for supervisors and managers. Over 60 Agency supervisors and managers attended the classes.

The Department continues to make progress with its Center for Leadership and Transformation (CLT) project related to the ePayable Program. The goal is to improve services to County vendors who choose to be paid with a pre-loaded debit card instead of Electronic Funds Transfer/ACH or County warrant. The project focuses on addressing program effectiveness, cost savings, timely payments, reducing the County's exposure, and increasing rebate revenues to the County. In FY 14-15, the County realized revenue in excess of \$500,000 and expects to generate additional revenue in the future.

**County Executive's Recommendation**

**Summary of County Executive's Recommendations**

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Resources to Support Countywide Accounting Oversight	↑	Increase oversight of the County's financial management process	4.0	\$514,946	(\$55,825)
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

**↑ Add Resources to Support Countywide Accounting Oversight**

**Recommended Action:** Add 4.0 FTE positions to support ongoing Countywide financial and accounting operations and systems. Allocate \$55,825 one-time



expenditure for systems, equipment, furniture, and supplies. These positions will be assigned to the following areas:

- 1.0 FTE Internal Auditor III or Internal Auditor II or Internal Auditor I to support the audits of County programs and operations to improve internal control systems in use in departments;
- 1.0 FTE Senior Management Analyst or Management Analyst or Association Management Analyst B or Associate Management Analyst A to support the Central Payroll Division and County departments in the areas of training and the development of a comprehensive payroll policy and procedures manual; and
- 2.0 FTE Senior Accountant or Accountant III positions to support the General Accounting and Claims Units in the reviews and verification of posted transactions, and the areas of training and the development of policies and procedures for accounts payable/claims operations.

**Service Impact:** This recommendation addresses the Board of Supervisors' approval of the audit of the department by the Harvey M. Rose, Associates, LLC earlier this year. This action would result in increased oversight of the County's financial management process and the reorganization of four functional areas in the department, Internal Audit, Fiscal Services Division, Claims Unit, and the General Accounting Division.

Implementation of this recommended action also addresses some of the audit findings in the Audit Report. These include:

- Resumption of payroll audits throughout County department;
- Performance of all Charter required custody audits upon department managers leaving office, including certification of fixed assets changes.
- Updating and maintaining all financial and operational policies and procedures of the Controller-Treasurer Department;
- Resumption of Countywide payroll, cost plan, SB 90, grant and other training for all accounting and financial staff, including training;
- Development and implementation of a comprehensive departmental monthly management information reporting system; and
- Increased recovery of County monies held and escheated by the State Controller estimated to amount to more than \$200,000 on a one-time basis and tens of thousands of dollars annually thereafter.

**Positions Added: 4.0 FTE**  
**Ongoing Net Cost: \$514,946**  
**One-time Net Savings: \$55,825**

Services and Supplies: \$30,000  
 Salary savings reflecting time for recruitment: \$85,825

### Controller-Treasurer— Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1115	Internal Audit Fund 0001	—	366	—	—	(366)	-100.0%
2113	Controller-Treasurer Fund 0001	(28,914,153)	(39,828,513)	(44,336,937)	(43,956,907)	(4,128,394)	10.4%
2114	County Land And Bldg Fund 0001	—	—	203	203	203	n/a
2116	Accounting System & Procurement Proj Fun-Fund 0001	5,797,184	7,215,046	6,563,540	6,717,802	(497,244)	-6.9%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	15,428,083	18,637,793	9,219,051	9,221,220	(9,416,573)	-50.5%
<b>Total Net Expenditures \$</b>		<b>(7,688,886) \$</b>	<b>(13,975,307) \$</b>	<b>(28,554,143) \$</b>	<b>(28,017,682) \$</b>	<b>(14,042,375)</b>	<b>100.5%</b>



### Controller-Treasurer— Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1115	Internal Audit Fund 0001	—	366	—	—	(366)	-100.0%
2113	Controller-Treasurer Fund 0001	14,673,506	16,618,491	19,065,626	19,445,656	2,827,165	17.0%
2114	County Land And Bldg Fund 0001	—	—	203	203	203	n/a
2116	Accounting System & Procurement Proj Fun-Fund 0001	5,797,184	7,215,046	6,563,540	6,717,802	(497,244)	-6.9%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	15,428,083	18,637,793	9,219,051	9,221,220	(9,416,573)	-50.5%
<b>Total Gross Expenditures \$</b>		<b>35,898,773 \$</b>	<b>42,471,697 \$</b>	<b>34,848,420 \$</b>	<b>35,384,881 \$</b>	<b>(7,086,816)</b>	<b>-16.7%</b>

### Controller-Treasurer— Budget Unit 110 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 13,673,246	\$ 15,748,601	\$ 17,000,214	\$ 17,429,335	\$ 1,680,734	10.7%
Services And Supplies	22,225,527	26,723,096	17,848,206	17,955,546	(8,767,550)	-32.8%
<b>Total Gross Expenditures \$</b>	<b>35,898,773 \$</b>	<b>42,471,697 \$</b>	<b>34,848,420 \$</b>	<b>35,384,881 \$</b>	<b>(7,086,816)</b>	<b>-16.7%</b>
Expenditure Transfers	(43,587,659)	(56,447,004)	(63,402,563)	(63,402,563)	(6,955,559)	12.3%
<b>Total Net Expenditures \$</b>	<b>(7,688,886) \$</b>	<b>(13,975,307) \$</b>	<b>(28,554,143) \$</b>	<b>(28,017,682) \$</b>	<b>(14,042,375)</b>	<b>100.5%</b>

### Controller-Treasurer— Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2000	Cash Reserve Fund - Fund 0010	\$ 10,091,594	\$ —	\$ —	\$ —	—	—
1112	Stanford Trail Agreement - Fund 0129	48,825	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	117,641,066	122,852,097	128,212,190	128,212,190	5,360,093	4.4%
2114	County Land And Bldg Fund 0001	725,000	—	—	—	—	—
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	893,373,478	888,954,000	976,904,000	976,904,000	87,950,000	9.9%
<b>Total Revenues \$</b>		<b>1,021,879,962 \$</b>	<b>1,011,806,097 \$</b>	<b>1,105,116,190 \$</b>	<b>1,105,116,190 \$</b>	<b>93,310,093</b>	<b>9.2%</b>



## Controller-Treasurer— Budget Unit 110 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 4,900,639	\$ 4,648,200	\$ 8,042,949	\$ 8,042,949	\$ 3,394,749	73.0%
Revenue From Other Government Agencies	10,000,000	—	—	—	—	—
Taxes - Other Than Current Property	97,030,230	82,700,000	85,470,000	85,470,000	2,770,000	3.3%
Taxes - Current Property	782,003,266	824,900,000	884,200,000	884,200,000	59,300,000	7.2%
Aid From Government Agencies - State	41,378,075	41,658,354	41,100,318	41,100,318	(558,036)	-1.3%
Aid From Government Agencies - Federal	4,214	8,800	8,800	8,800	—	—
Charges For Services	22,171,770	22,529,500	23,369,880	23,369,880	840,380	3.7%
Other Financing Sources	64,391,769	35,361,243	62,924,243	62,924,243	27,563,000	77.9%
<b>Total Revenues</b>	<b>\$ 1,021,879,962</b>	<b>\$ 1,011,806,097</b>	<b>\$ 1,105,116,190</b>	<b>\$ 1,105,116,190</b>	<b>\$ 93,310,093</b>	<b>9.2%</b>

## Internal Audit Fund 0001 — Cost Center 1115 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 366	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(366)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>



**Controller-Treasurer Fund 0001 — Cost Center 2113**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	80.0	\$ (39,828,513)	\$ 122,852,097
Board Approved Adjustments During FY 2016	3.0	456,091	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(164,342)	—
IntraCounty Adjustments	—	(4,814,202)	—
Other Adjustments	—	14,029	5,360,093
<b>Subtotal (Current Level Budget)</b>	<b>80.0</b>	<b>\$ (44,336,937)</b>	<b>\$ 128,212,190</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 38,937	\$ —
Decision Packages			
Add Resources to Support Countywide Financial Oversight	3.0	341,093	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 380,030</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>83.0</b>	<b>\$ (43,956,907)</b>	<b>\$ 128,212,190</b>

**County Land And Bldg Fund 0001 — Cost Center 2114**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	203	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 203</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 203</b>	<b>\$ —</b>





## Accounting System & Procurement Proj Fun-Fund 0001 — Cost Center 2116

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	17.0	\$ 7,215,046	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	942,587	—
IntraCounty Adjustments	—	(1,576,829)	—
Other Adjustments	—	(17,264)	—
<b>Subtotal (Current Level Budget)</b>	<b>20.0</b>	<b>\$ 6,563,540</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 36,234	\$ —
Decision Packages			
Add Resources to Support Countywide Financial Oversight	1.0	118,028	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 154,262</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>21.0</b>	<b>\$ 6,717,802</b>	<b>\$ —</b>

## Property Tax Div & Tax Roll Contrl - Fund 0001 — Cost Center 2180

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	15.0	\$ 18,637,793	\$ 888,954,000
Board Approved Adjustments During FY 2016	-1.0	(94,816)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	85,507	—
IntraCounty Adjustments	—	(6,258)	—
Other Adjustments	—	(9,403,175)	87,950,000
<b>Subtotal (Current Level Budget)</b>	<b>14.0</b>	<b>\$ 9,219,051</b>	<b>\$ 976,904,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,169	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,169</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>14.0</b>	<b>\$ 9,221,220</b>	<b>\$ 976,904,000</b>



**County Debt Service— Budget Unit 810**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 47,000	\$ 83,000	\$ 127,000	\$ 127,000	44,000	53.0%
2127	Multiple Facilities - Investment Interes - Fund 0497	13,000	8,000	8,000	8,000	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	629,341	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	28,000	29,000	29,000	29,000	—	—
2137	Multiple Fac 2006 Reserve Fund 0503	252,300	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,343	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	23,000	27,000	39,000	39,000	12,000	44.4%
2150	SCCFA 2007 Inv Int Fund 0515	7,000	7,000	7,000	7,000	—	—
2155	2011 Series A QEBC Project Fund 0520	1,110,323	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	—	154,000	154,000	154,000	—	—
2160	General obligation Bonds Fund 0100	41,069,444	41,896,119	42,710,744	42,710,744	814,625	1.9%
2167	2012 S. A - Technology Project-Fund 0526	5,791,608	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	19,853,494	19,853,494	—	—	(19,853,494)	-100.0%
2171	GO B. - 2013 Series B - Project - F0527	72,751,233	—	—	—	—	—
081001	County Debt Service	48,126,762	54,027,452	55,850,492	55,850,492	1,823,040	3.4%
081003	VMC Hospital	4,049,195	82,000	107,000	107,000	25,000	30.5%
<b>Total Net Expenditures</b>		<b>\$ 193,753,041</b>	<b>\$ 116,167,065</b>	<b>\$ 99,032,236</b>	<b>\$ 99,032,236</b>	<b>\$ (17,134,829)</b>	<b>-14.8%</b>

**County Debt Service— Budget Unit 810**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 47,000	\$ 83,000	\$ 127,000	\$ 127,000	44,000	53.0%
2127	Multiple Facilities - Investment Interes - Fund 0497	13,000	8,000	8,000	8,000	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	629,341	—	—	—	—	—



**County Debt Service— Budget Unit 810**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2136	Multiple Fac 2006 Inv Int Fund 0502	28,000	29,000	29,000	29,000	—	—
2137	Multiple Fac 2006 Reserve Fund 0503	252,300	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,343	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	23,000	27,000	39,000	39,000	12,000	44.4%
2150	SCCFA 2007 Inv Int Fund 0515	7,000	7,000	7,000	7,000	—	—
2155	2011 Series A QEBC Project Fund 0520	1,110,323	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	—	154,000	154,000	154,000	—	—
2160	General obligation Bonds Fund 0100	41,069,444	41,896,119	42,710,744	42,710,744	814,625	1.9%
2167	2012 S. A - Technology Project-Fund 0526	5,791,608	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	19,853,494	19,853,494	—	—	(19,853,494)	-100.0%
2171	GO B. - 2013 Series B - Project - F0527	72,751,233	—	—	—	—	—
081001	County Debt Service	48,126,762	54,027,452	55,850,492	55,850,492	1,823,040	3.4%
081003	VMC Hospital	4,049,195	82,000	107,000	107,000	25,000	30.5%
<b>Total Gross Expenditures \$</b>		<b>193,753,041 \$</b>	<b>116,167,065 \$</b>	<b>99,032,236 \$</b>	<b>99,032,236 \$</b>	<b>(17,134,829)</b>	<b>-14.8%</b>

**County Debt Service— Budget Unit 810**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 1,467,951	\$ 1,677,075	\$ 1,349,875	\$ 1,349,875	(327,200)	-19.5%
Other Charges	87,273,602	91,870,496	94,835,361	94,835,361	2,964,865	3.2%
Operating/Equity Transfers	105,011,489	22,619,494	2,847,000	2,847,000	(19,772,494)	-87.4%
<b>Total Net Expenditures \$</b>	<b>193,753,041 \$</b>	<b>116,167,065 \$</b>	<b>99,032,236 \$</b>	<b>99,032,236 \$</b>	<b>(17,134,829)</b>	<b>-14.8%</b>



## County Debt Service— Budget Unit 810

### Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 93,306	\$ —	\$ —	\$ —	—	—
2120	1991 Refund COPS-Int Fund 0220	2,543	—	—	—	—	—
2123	MH Courthouse Inv Int Fund 0493	0	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	8,830	—	—	—	—	—
2135	Multiple Fac 2006 Cap Int Fund 0501	683,179	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	31,123	—	—	—	—	—
2143	Tobacco Sec Invest Int Fund 0509	128,409	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,640,000	1,705,000	1,770,000	1,770,000	65,000	3.8%
2146	Multiple Facilities 2007 Inv Int Fund 0512	29,628	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	7,205	—	—	—	—	—
2154	GO Bonds - Investment Interest Fund 0518	37,987	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	0	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	4,796	—	—	—	—	—
2159	VMC Hospital Bonds -Fund 0482	10,673,720	11,205,656	11,762,232	11,762,232	556,576	5.0%
2160	General obligation Bonds Fund 0100	56,454,730	42,143,994	42,710,744	42,710,744	566,750	1.3%
2163	2012 Series A - EPIC Project -Fund 0522	5,110,000	5,316,112	5,530,000	5,530,000	213,888	4.0%
2164	2012 Series A Reserve - EPIC Projects-Fund 0523	33,383	—	—	—	—	—
2165	2012 S. A Invest Int - Tech Prj-Fund 0524	46,162	—	—	—	—	—
2172	GO B - 2013 Series B-Invmt Intst-F0528	1,396,465	—	—	—	—	—
081001	County Debt Service	32,580,343	33,677,003	35,339,007	35,339,007	1,662,003	4.9%
081003	VMC Hospital	6,778,461	6,750,640	6,654,940	6,654,940	(95,700)	-1.4%
<b>Total Revenues</b>		<b>\$ 115,740,269</b>	<b>\$ 100,798,405</b>	<b>\$ 103,766,922</b>	<b>\$ 103,766,922</b>	<b>\$ 2,968,517</b>	<b>2.9%</b>



### County Debt Service— Budget Unit 810 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Fines, Forfeitures, Penalties	\$ 6,390,154	\$ 6,387,000	\$ 6,143,750	\$ 6,143,750	\$ (243,250)	-3.8%
Charges For Services	23,945,127	24,833,042	25,814,142	25,814,142	981,100	4.0%
Aid From Government Agencies - Federal	660,078	664,961	2,109,150	2,109,150	1,444,189	217.2%
Other Financing Sources	46,248,476	46,585,902	26,952,136	26,952,136	(19,633,766)	-42.1%
Revenue From Use Of Money/Property	1,933,436	37,000	37,000	37,000	—	—
Taxes - Current Property	36,387,925	22,290,500	42,710,744	42,710,744	20,420,244	91.6%
Aid From Government Agencies - State	175,073	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 115,740,269</b>	<b>\$ 100,798,405</b>	<b>\$ 103,766,922</b>	<b>\$ 103,766,922</b>	<b>\$ 2,968,517</b>	<b>2.9%</b>

### VMC Hospital Bonds Fund 0483 — Cost Center 2115 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0483-Hospital Bond Interest Fund (Fund Number 0483)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 83,000	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	44,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 127,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 127,000</b>	<b>\$ —</b>

### Multiple Facilities - Investment Interes - Fund 0497 — Cost Center 2127 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0497-Multiple Facilites - Investment Interest (Fund Number 0497)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 8,000	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**Multiple Facilities - Investment Interes - Fund 0497 — Cost Center 2127**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>8,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>8,000 \$</b>	<b>—</b>

**Multiple Fac 2006 Inv Int Fund 0502 — Cost Center 2136**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0502-Multiple Fac 2006 Bonds-Investment Inter (Fund Number 0502)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	29,000 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>29,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>29,000 \$</b>	<b>—</b>

**SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0510-SCCFA 2007 Hospital Project Fund (Fund Number 0510)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	1,705,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	65,000
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>1,770,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>1,770,000</b>

**Multiple Facilities 2007 Inv Int Fund 0512 — Cost Center 2146**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0512-Multi Facilities 2007 Bonds - Invest Int (Fund Number 0512)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	27,000 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	12,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>39,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>39,000 \$</b>	<b>—</b>

**SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0515-SCCFA 2007 Investment Interest Fund (Fund Number 0515)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	7,000 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>7,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>7,000 \$</b>	<b>—</b>

**2011 Series A QECB Invest Interest Fund 0519 — Cost Center 2156**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0519-2011 Series A QECB Invest Interest (Fund Number 0519)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	154,000 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>154,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>154,000 \$</b>	<b>—</b>

**VMC Hospital Bonds -Fund 0482 — Cost Center 2159**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0482-SCCFA HOSPITAL BOND PROJECT FUND (Fund Number 0482)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	11,205,656
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			





**VMC Hospital Bonds -Fund 0482 — Cost Center 2159**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	556,576
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>11,762,232</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>11,762,232</b>

**General obligation Bonds Fund 0100 — Cost Center 2160**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0100-General Obligation Bonds (Fund Number 0100)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	41,896,119 \$	42,143,994
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(19,853,494)
Other Adjustments	—	814,625	20,420,244
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>42,710,744 \$</b>	<b>42,710,744</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>42,710,744 \$</b>	<b>42,710,744</b>

**2012 Series A - EPIC Project -Fund 0522 — Cost Center 2163**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0522 - 2012 Series A - EPIC Project (Fund Number 0522)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	5,316,112
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**2012 Series A - EPIC Project -Fund 0522 — Cost Center 2163**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	213,888
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>5,530,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>5,530,000</b>

**GO B. - 2013 Series B -Premium -F0099 — Cost Center 2170**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0099-GO B. - 2013 Series B -Premium (Fund Number 0099)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	19,853,494 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(19,853,494)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>

**County Debt Service — Cost Center 081001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	23,538,334 \$	3,187,886
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**County Debt Service — Cost Center 081001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(520,036)
Other Adjustments	—	1,091,041	1,450,039
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>24,629,375 \$</b>	<b>4,117,889</b>

**Recommended Changes for FY 2017**

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>24,629,375 \$</b>	<b>4,117,889</b>

**0079-Pension Obligation Bond - Debt Service F (Fund Number 0079)**

**Current Level Budget**

FY 2016 Approved Budget	— \$	24,399,319 \$	24,399,317
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	974,999	975,000
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>25,374,317 \$</b>	<b>25,374,317</b>

**Recommended Changes for FY 2017**

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>25,374,317 \$</b>	<b>25,374,317</b>

**0045-Public Facilities Corp Debt Service (Fund Number 0045)**

**Current Level Budget**

FY 2016 Approved Budget	— \$	6,089,800 \$	6,089,800
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(243,000)
Other Adjustments	—	(243,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>5,846,800 \$</b>	<b>5,846,800</b>

**Recommended Changes for FY 2017**

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>5,846,800 \$</b>	<b>5,846,800</b>



**VMC Hospital — Cost Center 081003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0485-SCCFA Hospital Project Fund (Fund Number 0485)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ 4,600,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	100,000
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 4,700,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 4,700,000</b>

**0487-SCCFA Hospital Investment Interest Fund (Fund Number 0487)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 33,000	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	12,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 45,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 45,000</b>	<b>\$ —</b>

**0504-SCCFA 2006 Hospital Project Fund (Fund Number 0504)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ 2,150,640
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(195,700)
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 1,954,940</b>

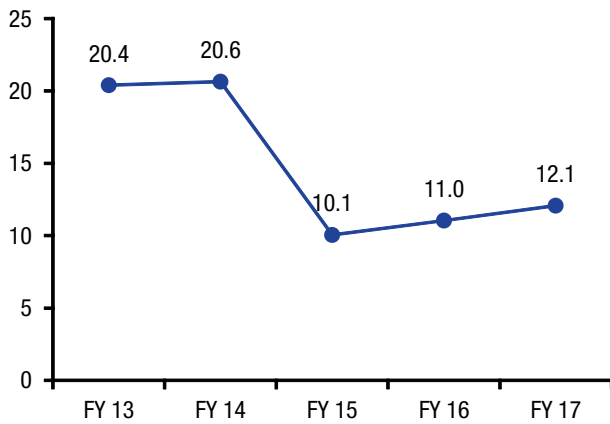
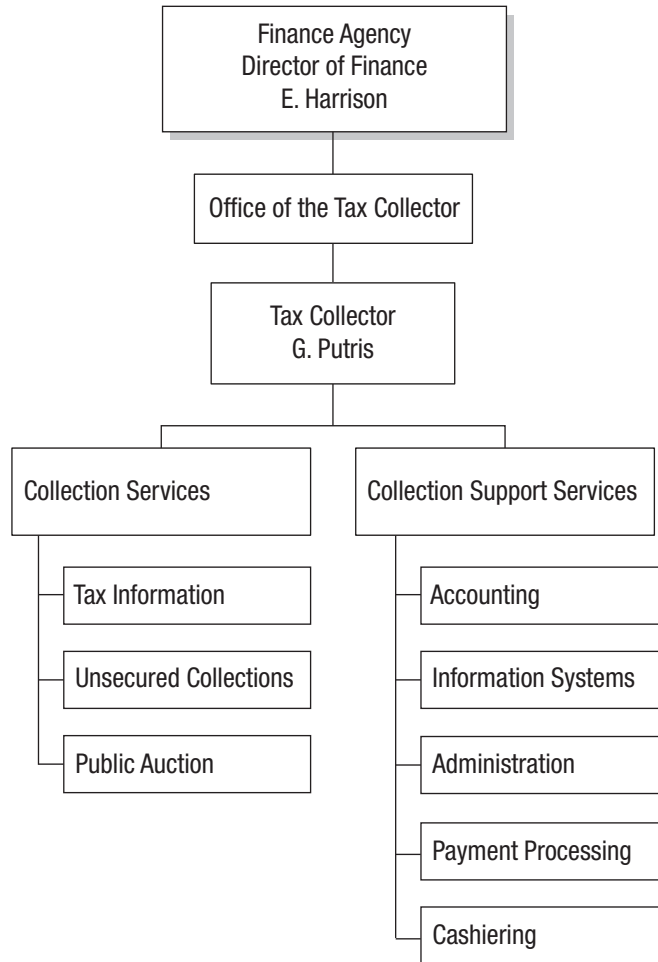


**VMC Hospital — Cost Center 081003**  
**Major Changes to the Budget**

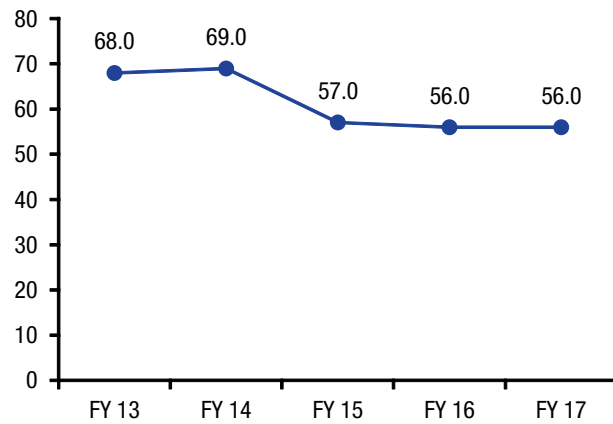
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>1,954,940</b>
<b>0506-SCCFA 2006 Hospital Investment Interest (Fund Number 0506)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	49,000 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	13,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>62,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>62,000 \$</b>	<b>—</b>



# Office of the Tax Collector



**Gross Appropriation Trend**



**Staffing Trend**



## Public Purpose

- ➔ **The Tax Collector collects property taxes utilized to support services and programs for County residents, School Districts, Community Colleges and other public agencies.**



## Description of Major Services

The Department collects all property taxes as mandated under California Revenue and Taxation Code Section 2602. In conjunction with other County departments, the secured and unsecured tax roll are prepared. Thereafter, the Tax Collector mails the property tax bills. Annual property taxes and escaped assessments levied on real property are collected on the current Secured Tax Roll and supplemental assessments are collected on the Supplemental Tax Roll. Tax that remains unpaid on July 1st is eligible to be transferred to the Redemption Roll which will accrue additional interest until redeemed. The Unsecured Tax Roll is comprised of unsecured assessments levied on business personal property, fixed equipment and structures, marine vessels, aircraft, delinquent mobile homes, delinquent possessory interests, and other property taxes as transferred from the Secured Roll.

The Department collected over a total of \$4.5 billion dollars on combined 2014 to 2015 charges from these four property tax rolls. The Controller-Treasurer Department then distributes these tax revenues to the State, County, local cities, schools, successor agencies, and special districts to fund many essential services and programs for County of Santa Clara residents.

The Department's website at [www.scctax.org](http://www.scctax.org) offers the public the ability to view and pay taxes from anywhere that has internet access. The website supports desktop and laptop personal computers as well as mobile

devices such as smart phones and tablets. Through the website, users can view details and summaries of current year bills and a history of prior year bill payments going back to 1997. The website also contains detailed information to answer many routine questions about supplemental tax bills, how tax revenues are distributed, and other frequently asked questions. In addition, there are links to other websites such as the Assessor's Office and the Finance Agency.

The Department's website accepts credit card and e-check payments for all tax bills. In addition, professional customer service representatives and collectors are available by phone Monday - Friday, 9:00 a.m. to 4:00 p.m., and in-person from 8:00 a.m. to 5:00 p.m.

## Collection Services

The function of the Tax Collector's Collection Unit is to promote timely and accurate payment of property taxes, assist with education of fiscal responsibility, and provide excellent customer service. Collection services include providing the public with general and parcel-specific tax information, delinquent tax pay-off information, and redemption installment plans. The Collection Unit is also responsible for mailing discrepancy letters to customers to secure payment.

The Department facilitates account payments of unsecured assessments, such as business personal property, marine vessels, 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, DMV database, and Accurint in addition to other available sources.

California's Revenue and Taxation Code Section 3692 require the Tax Collector to sell tax-defaulted properties within four years of its power-to-sell status. Program personnel must adhere to strict publishing and noticing deadlines, perform extensive title searches, and employ skip-tracing techniques before publishing a Power-to-Sell classification list. The Department must comply with all legal requirements before real property is offered for sale at public auction. In January 2015, the Department held its first online auction and generated over \$2.2 million in property tax revenue through both redemption and auction proceeds. A second online auction was conducted in October 2015, which generated over \$4.1 million in property tax revenue. The goal is to minimize properties offered at auction by collecting all delinquent tax from property owners thereby redeeming the property prior to the legal deadline for auction. Going forward, the Department will offer the online auction annually.

The Department receives payments by mail, over the counter, and through its Internet web portal. Developed to promote ease-of-use as well as cost-efficient collection, these procedures make it possible for the Department to receive, credit, and deposit tax payments in a faster and more efficient manner. The Department utilizes professional mail extraction equipment and an automated remittance system to endorse, encode, and image tax payments. This type of processing maximizes interest earnings and ensures that the tax rolls reflect accurate information. These systems also minimize duplicate payments and improve the type of information taxpayers can access online.

In October 2014, the Board of Supervisors eliminated the e-check fee in this County, which significantly increased its usage by property taxpayers during the collection of the 2014-15 tax roll. In FY 14-15, the first tax year when this change was implemented, usage of e-

checks had tripled, and quintupled in the subsequent FY 15-16, compared to when this fee had not been eliminated. In addition to increased usage, more taxpayers paid earlier than compared to the year before. Overall, providing free e-check services to the public continues to increase in usage as well as convenience, efficiency, and revenue realization.

### **Collection Support Services**

The Accounting Unit maintains financial records and reports of all property tax collections as required by the tax code. This fiscal information represents critical financial data for governmental entities, special districts, property owners, lending and title companies, in their budget and decision-making processes. This unit of the Tax Collector reconciles over \$4.5 billion dollars in non-apportioned property tax payments collected and posted in the County's financial management system as well as the Department's collection funds system. Other support functions include processing refunds and reversals, setting up installment plans for escaped assessments, segregation of property tax bills, and subdivision security.

The Information Systems Unit supports all programs, systems interfaces and applications utilized in its collection efforts. These systems include the Tax Collection and Apportionment System (TCAS), the legacy Tax Information System (TIS), the Internet Bill Presentment and Property e-Payment System, the Columbia Ultimate Business System (CUBS) for collections, and the BancTec Remittance Processing System. The Tax Collector is committed to providing the public with a reliable and secure technological environment, which includes 24 hours a day, 7 days a week access to relevant tax information.

The Administration Unit handles purchases, accounts payable, personnel issues, payroll, and administers all penalty waiver requests received. For the 2014-2015 tax year, over 1,000 penalty waiver requests were received from taxpayers, and subsequently decided and processed. Such process includes case file creation for tracking, research and review, and written correspondence sent to each taxpayer once a decision is made regarding their case.



## Current and Emerging Issues

### Tax Collection and Apportionment System Steering Committee

The initiative to stabilize and enhance the Tax Collection and Apportionment System (TCAS) was scheduled to be completed in September 2015. However, this part of the project was deferred by the TCAS Steering Committee, to address higher priority functions needed by the business. This change was made possible by the fact that the critical stabilization functions have been delivered and only the less critical functions remain. Almost all of the stabilization items have been completed and now the focus is on enhancements and support.

Through association with the California Association of County Treasurers and Tax Collectors, the Department is continually checking with other counties who are looking to replace their legacy systems in order to stay abreast of ongoing projects, developments, and the state of the market.

### TCAS Improvements

The system stabilization and enhancement initiative that was launched in late FY 11-12 to focus on the critical needs that were not addressed in the initial deployment of the TCAS system is nearing completion.

The Steering Committee has now embarked on a three-year plan to enhance the TCAS system to provide additional functionality to support the business. The plan extends into FY 17-18.

### Developing Today with an Eye to the Future

The Department is planning with Wells Fargo, the County's banker, to implement an external lockbox service that will handle the payment processing tasks. Preliminary research shows that tax collectors in other California counties of similar size report high satisfaction in outsourcing this service to third party providers. The plan is to start in phases, utilizing the less voluminous supplemental tax-bill roll as a proof of concept. Thereafter, the much larger annual tax bill and the payment processing tasks will be migrated to the lockbox by summer 2016. Despite this plan towards a lockbox service, the Department will still need to support the current Remittance Processing System for some period of time in order to handle exception activities.

Due to the need to support the current Remittance Processing System, BancTec, it was recently upgraded to comply with the County's initiative to migrate from Windows XP to Windows 7. The current version of the BancTec system was not certified for and is not compatible to Windows 7, and therefore, the upgrade was approved.

The current online payment system, implemented in 2003 was re-written in a joint effort involving the Department, Information Services Department, Official Payment Corporation, and Gorilla Logic, Inc. The number of payments received during the December 2015 collection period increased 72% over December 2014, increasing from 45,269 to 77,967. The payment amount increased 79.7% from \$221.8 million to \$398.6 million. The new system handled the volume without any downtime. As the online payment system continues to be stabilized and becomes more robust, two new features will be implemented: 1) the ability to pay utilizing multiple credit cards simultaneously; and 2) a shopping cart concept for taxpayers who own multiple properties.

The Department is also in the early stages of developing and obtaining a document management system, which should streamline work processes, as well as work towards the County's goals of being environmentally conscious. The Board approved resources for this document management system. The Clerk-Recorder's Office, the Department's sister department, is coordinating this project to meet legal requirements regarding document retention policies. The system is anticipated to interface with the other property tax-related Departments like the Assessor's Office and the Controller-Treasurer Department to share and exchange appropriate data and documents.

### Proposal to Merge the Department of Revenue and the Office of the Tax Collector

The Finance Agency proposes to bring together the two sister departments of Department of Revenue (DOR) and Office of the Tax Collector into a single Department of Revenue and Tax. This is a strategic way to maximize the strengths of both departments. As examples, by sharing resources in IT, administration, or other areas, the County will be able to enhance these services. Another key goal is to provide a stronger career path for

the employees in both departments by providing career growth opportunities through cross-training and expanded promotional opportunities. Dovetailing with this effort is the anticipated relocation of DOR closer to the County Government Center at Hedding Street. It is important to emphasize that this proposal is not a budget reduction exercise, and the Agency does not expect to reduce any positions. Both departments are working very hard with existing resources, and the goal is to assist in keeping up with the already heavy workload borne by the employees.

**Learning Organization**

The Department continues to make significant progress with its Center for Leadership and Transformation (CLT) projects. The Department is continuing efforts to create efficiencies, modernize operations, and reduce costs while maintaining its commitment to taxpayer services.

- **Building and Expanding Services Tools (BEST):** The goal of BEST is to improve the customer service delivery to taxpayers through face-to-face assistance, telephone assistance, and via the Tax Collector’s public website. The Department’s phone script was upgraded to allow the public a faster access to the appropriate unit in the department.
- **Procurement of CUBS Collection System:** The project focuses on streamlining collection processes by organizing, processing, and tracking delinquent accounts in conjunction with TCAS for collection pursuit and enforcement protocols. CUBS produces timely releases of liens, and increases revenue collection of Unsecured property delinquent tax. This is now completed.
- **Document and Management System:** The goal is to improve operations of the document management system and maintain excellent customer service. This is now underway.

**County Executive’s Recommendation**

**Summary of County Executives Recommendation**

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Allocate Training Funds for Maintenance of Systems	↑	Increase expertise in systems and applications to support business needs.	—	\$20,000	—
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

**↑ Allocate Training Funds for Maintenance of Systems**

**Recommended Action:** Augment the Services and Supplies budget to fund training.

**Service Impact:** The Board’s approval of funding for technological upgrades of aging systems has resulted in a period of rapid technological change for the Department. The tax collection and apportionment system (TCAS) is undergoing system stabilization and upgrades to replace aging servers and enhancements to current functionalities to improve the property tax collection and billing processes. In addition, a new delinquent collection system, CUBS, is being implemented to support the Department’s collection efforts. The goal is to transfer the maintenance of

portions of the TCAS and CUBS systems in-house. Training of IT staff in the Department is required to gain expertise in the various systems and applications that support the business needs of the Department.

**Ongoing Cost: \$20,000**



### Tax Collector— Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2212	Tax Collector Fund 0001	\$ 6,939,863	\$ 7,881,217	\$ 8,730,117	\$ 8,766,848	\$ 885,631	11.2%
2213	Tax Collector-AB 589 Fund 0001	—	4,600	1,944	1,944	(2,656)	-57.7%
2214	Tax Collection & Apportionment Sys Fund 0001	3,027,196	3,288,639	2,504,620	3,304,911	16,272	0.5%
<b>Total Net Expenditures</b>		<b>\$ 9,967,058</b>	<b>\$ 11,174,456</b>	<b>\$ 11,236,681</b>	<b>\$ 12,073,703</b>	<b>\$ 899,247</b>	<b>8.0%</b>

### Tax Collector— Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2212	Tax Collector Fund 0001	\$ 6,939,863	\$ 7,881,217	\$ 8,730,117	\$ 8,766,848	\$ 885,631	11.2%
2213	Tax Collector-AB 589 Fund 0001	—	4,600	1,944	1,944	(2,656)	-57.7%
2214	Tax Collection & Apportionment Sys Fund 0001	3,027,196	3,288,639	2,504,620	3,304,911	16,272	0.5%
<b>Total Gross Expenditures</b>		<b>\$ 9,967,058</b>	<b>\$ 11,174,456</b>	<b>\$ 11,236,681</b>	<b>\$ 12,073,703</b>	<b>\$ 899,247</b>	<b>8.0%</b>

### Tax Collector— Budget Unit 112 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 5,956,343	\$ 6,763,068	\$ 7,285,188	\$ 7,285,188	\$ 522,120	7.7%
Services And Supplies	4,000,811	4,411,388	3,951,493	4,788,515	377,127	8.5%
Fixed Assets	9,905	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>\$ 9,967,058</b>	<b>\$ 11,174,456</b>	<b>\$ 11,236,681</b>	<b>\$ 12,073,703</b>	<b>\$ 899,247</b>	<b>8.0%</b>



### Tax Collector— Budget Unit 112 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2212	Tax Collector Fund 0001	\$ 4,996,640	\$ 4,810,000	\$ 5,710,000	\$ 5,710,000	\$ 900,000	18.7%
2214	Tax Collection & Apportionment Sys Fund 0001	—	450,000	450,000	450,000	—	—
<b>Total Revenues</b>		<b>\$ 4,996,640</b>	<b>\$ 5,260,000</b>	<b>\$ 6,160,000</b>	<b>\$ 6,160,000</b>	<b>\$ 900,000</b>	<b>17.1%</b>

### Tax Collector— Budget Unit 112 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 3,115,033	\$ 2,900,000	\$ 3,900,000	\$ 3,900,000	\$ 1,000,000	34.5%
Revenue From Use Of Money/Property	431,557	460,000	460,000	460,000	—	—
Other Financing Sources	1,450,050	1,450,000	1,350,000	1,350,000	(100,000)	-6.9%
Fines, Forfeitures, Penalties	—	450,000	450,000	450,000	—	—
<b>Total Revenues</b>	<b>\$ 4,996,640</b>	<b>\$ 5,260,000</b>	<b>\$ 6,160,000</b>	<b>\$ 6,160,000</b>	<b>\$ 900,000</b>	<b>17.1%</b>

### Tax Collector Fund 0001 — Cost Center 2212 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	53.0	\$ 7,881,217	\$ 4,810,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	500,807	—
IntraCounty Adjustments	—	345,728	—
Other Adjustments	—	2,365	900,000
<b>Subtotal (Current Level Budget)</b>	<b>53.0</b>	<b>\$ 8,730,117</b>	<b>\$ 5,710,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 16,731	\$ —
Decision Packages			
Allocate Training Funds for Maintenance of Systems	—	20,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 36,731</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>53.0</b>	<b>\$ 8,766,848</b>	<b>\$ 5,710,000</b>



**Tax Collector-AB 589 Fund 0001 — Cost Center 2213**  
**Major Changes to the Budget**

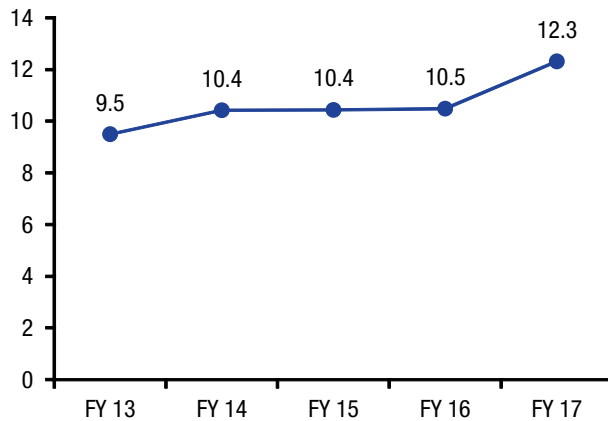
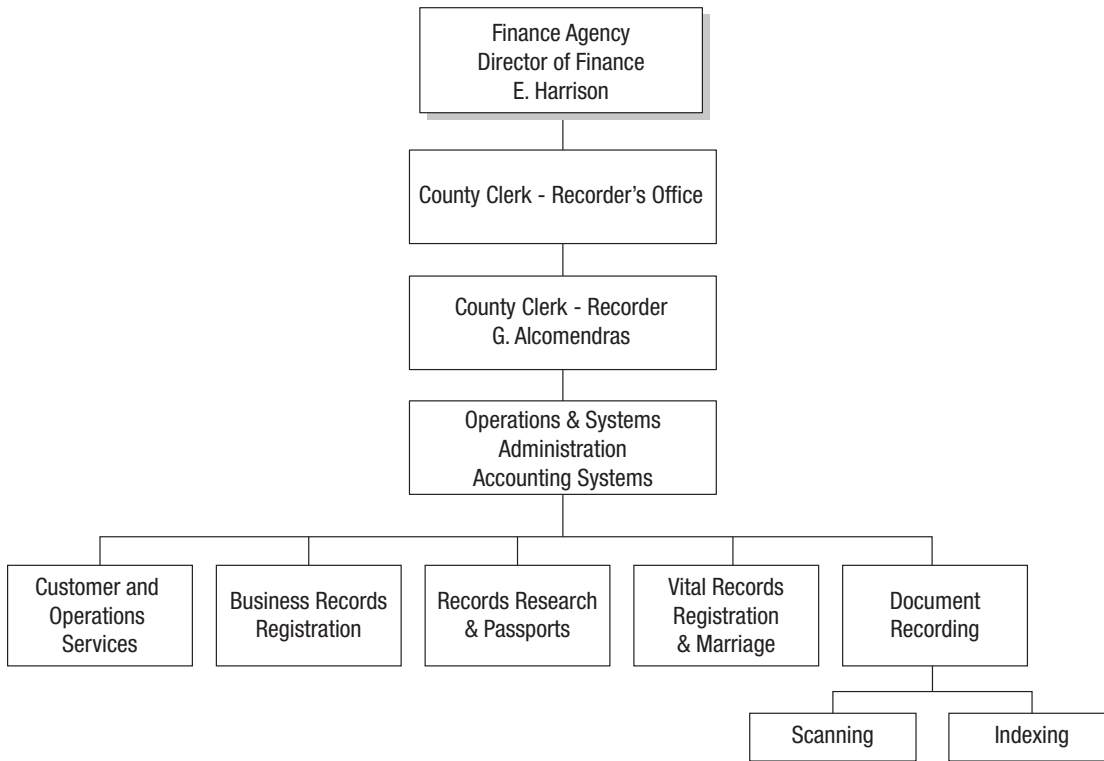
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	4,600 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,656)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>1,944 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>1,944 \$</b>	<b>—</b>

**Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214**  
**Major Changes to the Budget**

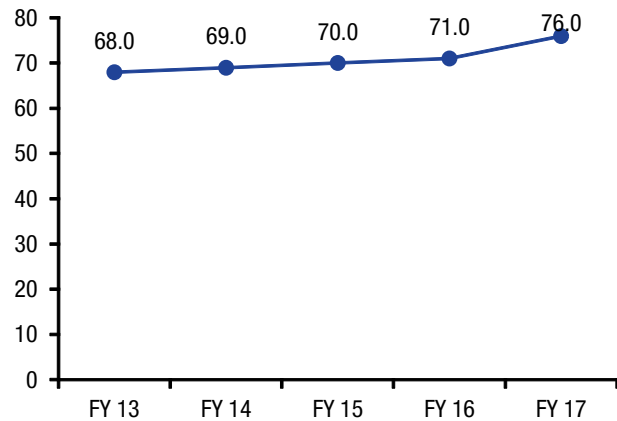
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0 \$	3,288,639 \$	450,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	13,086	—
IntraCounty Adjustments	—	4,033	—
Other Adjustments	—	(801,138)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0 \$</b>	<b>2,504,620 \$</b>	<b>450,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	291 \$	—
Decision Packages			
Information Technology			
Enhance Tax Collection and Apportionment System Phase 2	—	800,000	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>800,291 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>3.0 \$</b>	<b>3,304,911 \$</b>	<b>450,000</b>



# County Clerk-Recorder's Office



**Gross Appropriation Trend**



**Staffing Trend**



## 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
- 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

### Eagle Recorder System

In July 2015, the Clerk-Recorder's Office completed the procurement process for the replacement of its legacy records application. The main goal of this system replacement was to migrate off an aging hardware and software platform and move to a more modern solution that meets today's needs for managing and accessing records. In addition to implementing a robust and scalable solution, the Department will also benefit from enhanced features from the new application that allow for improved service to the public and operational efficiency. The Department is currently working on project implementation with its new system vendor, Tyler Technologies, Inc. This project includes the migration of records from 1981-present, a re-engineering of business workflow and processes, and the design of new self-service offerings for online and walk-in customers. The targeted go-live for this new application is November 2016.

### Learning Organization

The Department continues to make significant progress with its Center for Leadership and Transformation (CLT) projects from FY 2016 related to the AS400 Replacement (Eagle Recorder System), Website Redesign, and Queuing System Upgrade. The goal of these projects is to improve the service delivery to customers by providing technological enhancements to strengthen system efficiency and effectiveness. The

Department is in the process of developing the new records application to boost interface improvements for both internal and external customers. The implementation date is November 2016.

The Department recognizes that with any new system, the staff will have to adapt to the new changes in procedures and workflow and modify their thought processes. Managing those changes then becomes an integral component of any learning organization. An essential element of change management is involving the employees in the improvement of work processes and system solutions. The Department's staff has taken an active role in the development of the system by meeting with the vendor during the business analysis phase and making suggestions. Attaining the staff's support will make for a smoother transition of the new system once it is implemented.

In addition to the CLT projects, the Department is spearheading a customer service initiative for the Finance Agency that aligns with the County Executive's plan to create and sustain a learning culture throughout the County. The Department is working closely with Learning and Employee Development to create a customer service training program designed specifically for the Finance Agency. The goal of this program is to provide the necessary skill set to the staff in delivering exceptional customer service.



With these initiatives and projects, the Department is dedicated to promoting the County Executive's vision for the County as a learning organization and building upon themes of employee involvement in improvements to work and customer service.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Transfer of Vital Records Sales to the County Clerk-Recorder	↑	Increase resources to support the Vitals Records Division	4.0	(\$102,822)	—
Recognize Revenue from Sale of Office Supplies	↑	Enhance customer service experience	—	(\$5,000)	—
Staffing Resources for IT Operations - Non-General Fund	↑	Increase resources to support the IT Operations	2.0	\$210,647	—
Appropriation for Book Restoration - Non-General Fund	↑	Ensure preservation of County's historical books	—	\$90,000	—
Appropriation to Replace Hardware- Non-General Fund	↑	Improve work productivity and efficiency	—	—	\$250,000
Appropriation for Banknote Paper - Non-General Fund	↑	Enhance service by having adequate supply of banknote papers	—	—	\$35,000

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

### ↑ Transfer of Vital Records Sales to the County Clerk-Recorder

**Recommended Action:** Transfer operational budget for the sale of birth and a portion of death certificates from the Public Health Department to the Clerk-Recorder's Office. Increase resources in the Clerk-Recorder's Office to absorb the oversight of this operation. This action adds 4.0 FTE Clerk-Recorder Office Specialist III or Clerk-Recorder Office Specialist II positions.

**Service Impact:** The Clerk-Recorder's Office and the Public Health Department have been working together since October 2015 to ensure a smooth transition of these services. This transfer of operations will increase oversight of the sale of vital records to County residents. The Clerk-Recorder will absorb the sale of all birth certificates and a portion of the sale of death certificates. The action increases the Clerk-Recorder's operations by 33%, with a corresponding increase of customer traffic to its office at 70 West Hedding Street. Currently, the Department receives approximately 600

walk-in customers on a daily basis for various services, including the purchase of birth and death certificates. With the 33% increase, the Department is anticipating the number of walk ins to be over 800 customers. The addition of 4.0 FTE Clerk-Recorder Office Specialist positions will provide the capacity to manage the increased services to the members of the public.

Early notification efforts are underway to ensure that members of the public are informed of the change in location for the purchase of birth and death certificates. The Health and Hospital System's Public Information Office along with the County's Public Information Office will be engaged in the dissemination of information to members of the public, along with notifications to the State, hospitals, birthing centers, and other stakeholders about the transfer of this operation to the Clerk-



Recorder's Office. This action moves the County towards centralization of services and provides convenient access to County residents.

**Positions Added: 4.0 FTE**  
**Ongoing Net General Fund Savings: \$26,424**

Salary and Benefits: \$315,568  
 Services and Supplies: \$246,024  
 Revenue: \$588,016

**Ongoing Non-General Fund Revenue: \$76,368**

### ↑ Recognize Revenue from Sale of Office Supplies

**Recommended Action:** Recognize new revenue from sale of envelopes and sheet protectors to members of the public.

**Service Impact/Background:** This recommended action provides a new service to the members of the public that purchase vital and/or official records and documents from the department. Sale of envelopes and/or sheet protectors will be at the cost of \$0.10 each. It addresses the requests from members of the public to safeguard birth, marriage, or death certificates and other services that were purchased from the department. This new service will enhance customer service experience while conducting business with the County. The proposed fee is based on the direct cost of the products requested.

**Ongoing Revenue: \$5,000**

### ↑ Staffing Resources for IT Operations - Non-General Fund

**Recommended Action:** Add 1.0 FTE Associate Management Analyst B or Associate Management Analyst A position and 1.0 FTE Unclassified Associate Management Analyst B or Unclassified Associate Management Analyst A position to support business operations.

**Background:** In the last three fiscal years, the Board of Supervisors approved funding for a new records management system, an inventory system, and the conversion of records to a newer media format. To manage its operations and various systems, the new classified staffing resource will support current and ongoing projects such as the new Clerk-Recorder's Eagle Recorder System (system replacement), Digital Image

Conversion, Inventory System, and the completion of the Social Security Truncation Program. In addition to the project aspects of these initiatives, the classified staffing resource will play a continuing role in the support, maintenance, and operations of these solutions, specifically the new Eagle Recorder System and the Inventory System. The existing legacy environment system (AS400) required extensive professional services development. In the past, these services ranged from \$100,000 - \$180,000 annually. With the new Eagle Recorder System being a commercial off the shelf solution, specialized professional services are no longer needed and will instead be replaced by administrative functions that will be provided by the new position, under the direction of the Information Systems Manager III. Thus giving the County the ability to manage the systems in-house. These technology projects will improve the public's access to these records and increase operational efficiency.

**Service Impact:** With the various Information Technology (IT) projects currently underway, existing staff is often deployed to respond to Level 1 help desk service calls from the employees. The unclassified position will now be responsible for the Level 1 service calls and other functions, thus enabling the core IT team to focus their attention on servicing the public with limited interruptions. This unclassified analyst position will also support IT staff in the implementation of the inventory system. Duties to be performed includes cataloging and labeling of every record in the Clerk-Recorder's Office and the County Archives. An assessment of the need for this additional support will be evaluated as progress is made with the various IT projects to determine the long-term use of the position.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$210,647**

Funding will be allocated from the Clerk-Recorder's Modernization Fund

### ↑ Appropriation for Book Restoration - Non-General Fund

**Recommended Action:** Allocate ongoing appropriation to restore the County's historical books.

**Background:** In FY 13-14, the Board approved an appropriation of \$90,000 for the restoration of over 5,000 bound records or official records dating back to 1848, that were deteriorating. However, funds allocated to this project were diverted to the restoration of microfilms

produced prior to the mid-1980s, that suffered from the vinegar syndrome damage. This damage occurs when the chemical breakdown of acetate microfilms leads to a strong vinegary smell. Left untreated, documents become damaged and irreparable. To prevent further damage, the County contracted with a vendor to repair and duplicate the affected microfilms. This was an unanticipated project. This contract was signed at the beginning of FY 14-15 for an initial three-year period to complete the needed repairs.

**Service Impact:** With the microfilms undergoing repairs and duplication, the Department will be refocusing its attention on restoring the official books and records to preserve them in perpetuity. These books require the services of a professional restoration company with extensive background in treating historically significant records. The Department will issue a formal solicitation to procure this service by the Fall of 2016.

**Ongoing Cost: \$90,000**

Funding will be allocated from the Clerk-Recorder's Document Storage Fund

**↑ Appropriation to Replace Hardware - Non-General Fund**

**Recommended Action:** Allocate one-time funding to replace computers and monitors at all workstations in the department.

**Service Impact:** The Board approved the replacement of the Department's legacy system in Fiscal Year 13-14. Through a formal solicitation process, Tyler Technologies, Inc. was selected to provide the County with a new records management system. The agreement is effective July 1, 2015. The new system development, data migration and implementation are currently underway and the Go-Live date is scheduled for the Fall of 2016. The new software requires the replacement of the current aging hardware, a total of 129 workstations. New check scanners and cash drawers will also be deployed to all the public counter windows. This replacement will result in enhanced customer service, improved internal controls around cash handling and overall staff efficiency.

**Service Impact:** New check scanners and cash drawers will be deployed to all the public counter windows. This replacement will result in enhanced customer service, improved internal controls around cash handling and overall staff efficiency.

**One-Time Cost: \$250,000**

Funding will be allocated from the Clerk-Recorder's Modernization Fund

**↑ Appropriation for Banknote Paper - Non-General Fund**

**Recommended Action:** Increase allocation for the purchase of banknote paper supplies.

**Background:** The sale of birth, death and marriage certificates is a mandate of the County Clerk-Recorder. Early in FY 15-16, there was a critical shortage of banknote paper supplies used in the printing of an official copy of a birth or death certificate throughout the State of California. Due to mergers and acquisitions of various banknote supplier companies, there remained only one company that met California's security requirements as required by Health and Safety Code 103526.5. Unfortunately, that company closed its doors last year. As a result, Recorders and other mandated agencies across the state had difficulty finding printers that met all the security requirements. With assistance from the Procurement Department, the Clerk-Recorder's Office found a Canadian vendor that supplied banknote paper, in compliance with California's Health and Safety code requirements. In addition, the cost of procuring the banknotes has increased. Recently, another qualified vendor joined the pool of vendors that the County can purchase the banknote paper from. This action will augment the Clerk-Recorder's budget to fund orders in the new fiscal year.

**One-Time Cost: \$35,000**

Funding will be allocated from the Vital Record's Improvement Fund

### County Recorder— Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
011401	County Recorder	\$ 7,888,826	\$ 9,595,793	\$ 9,615,713	\$ 11,248,005	\$ 1,652,211	17.2%
011402	County Recorder -Fund 0001	898,984	1,026,575	1,069,033	1,070,299	43,724	4.3%
<b>Total Net Expenditures</b>		<b>\$ 8,787,810</b>	<b>\$ 10,622,368</b>	<b>\$ 10,684,746</b>	<b>\$ 12,318,304</b>	<b>\$ 1,695,935</b>	<b>16.0%</b>

### County Recorder— Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
011401	County Recorder	\$ 7,888,826	\$ 9,595,793	\$ 9,615,713	\$ 11,248,005	\$ 1,652,211	17.2%
011402	County Recorder -Fund 0001	898,984	1,026,575	1,069,033	1,070,299	43,724	4.3%
<b>Total Gross Expenditures</b>		<b>\$ 8,787,810</b>	<b>\$ 10,622,368</b>	<b>\$ 10,684,746</b>	<b>\$ 12,318,304</b>	<b>\$ 1,695,935</b>	<b>16.0%</b>

### County Recorder— Budget Unit 114 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 7,091,024	\$ 7,944,973	\$ 8,174,642	\$ 8,700,857	\$ 755,884	9.5%
Services And Supplies	1,625,536	2,623,409	2,441,117	3,073,460	450,050	17.2%
Fixed Assets	71,250	—	—	—	—	—
Operating/Equity Transfers	—	53,986	68,987	543,987	490,001	907.6%
<b>Total Net Expenditures</b>	<b>\$ 8,787,810</b>	<b>\$ 10,622,368</b>	<b>\$ 10,684,746</b>	<b>\$ 12,318,304</b>	<b>\$ 1,695,935</b>	<b>16.0%</b>

### County Recorder— Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
011401	County Recorder	\$ 39,707,105	\$ 37,749,486	\$ 42,232,017	\$ 42,901,401	\$ 5,151,915	13.6%
011402	County Recorder -Fund 0001	1,623,264	1,678,400	1,699,000	1,699,000	20,600	1.2%
<b>Total Revenues</b>		<b>\$ 41,330,369</b>	<b>\$ 39,427,886</b>	<b>\$ 43,931,017</b>	<b>\$ 44,600,401</b>	<b>\$ 5,172,515</b>	<b>13.1%</b>



## County Recorder— Budget Unit 114

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 81,810	\$ 41,500	\$ 41,500	\$ 41,500	—	—
Charges For Services	10,606,500	10,045,400	11,576,530	12,240,914	2,195,514	21.9%
Revenue From Other Government Agencies	4,381	—	—	—	—	—
Other Financing Sources	423,444	555,986	467,987	472,987	(82,999)	-14.9%
Taxes - Other Than Current Property	28,843,491	27,380,000	30,400,000	30,400,000	3,020,000	11.0%
Licenses, Permits, Franchises	1,370,743	1,405,000	1,445,000	1,445,000	40,000	2.8%
<b>Total Revenues</b>	<b>\$ 41,330,369</b>	<b>\$ 39,427,886</b>	<b>\$ 43,931,017</b>	<b>\$ 44,600,401</b>	<b>\$ 5,172,515</b>	<b>13.1%</b>

## County Recorder — Cost Center 011401

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0385-Recorder's Vital Records Fund (Fund Number 0385)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 15,000	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 15,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 15,000</b>	<b>\$ —</b>
<b>0120-Clerk-Recorder's E-Recording Fund (Fund Number 0120)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	1.0	\$ 417,181	\$ 352,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(18,136)	—
IntraCounty Adjustments	—	1,433	—
Other Adjustments	—	—	30,000
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 400,478</b>	<b>\$ 382,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 135	\$ —



**County Recorder — Cost Center 011401**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 135</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 400,613</b>	<b>\$ 382,000</b>

**0121-Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0	\$ 460,653	\$ 353,500
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,504	—
IntraCounty Adjustments	—	4,542	—
Other Adjustments	—	(7,303)	30,000
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 480,396</b>	<b>\$ 383,500</b>

<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 266	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 266</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 480,662</b>	<b>\$ 383,500</b>

**0001-General Fund (Fund Number 0001)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	51.0	\$ 6,201,512	\$ 34,932,986
Board Approved Adjustments During FY 2016	-1.0	(50,451)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	156,885	—
IntraCounty Adjustments	—	15,316	—
Other Adjustments	—	(3,282)	4,121,163
<b>Subtotal (Current Level Budget)</b>	<b>50.0</b>	<b>\$ 6,319,980</b>	<b>\$ 39,054,149</b>

<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 8,585	\$ —
Decision Packages			
Transfer of Vital Records Sales to the County Clerk-Recorder	4.0	561,592	588,016
Recognize Revenue from Sale of Office Supplies	—	—	5,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>4.0</b>	<b>\$ 570,177</b>	<b>\$ 593,016</b>
<b>Recommended Budget</b>	<b>54.0</b>	<b>\$ 6,890,157</b>	<b>\$ 39,647,165</b>



**County Recorder — Cost Center 011401**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0024-Vital Records Improvement Fund (Fund Number 0024)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	30,214 \$	130,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	80	—
Other Adjustments	—	—	71,368
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>30,294 \$</b>	<b>201,368</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Transfer of Vital Records Sales to the County Clerk-Recorder	—	—	76,368
Appropriation for Banknote Paper - Non-General Fund	—	35,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>35,000 \$</b>	<b>76,368</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>65,294 \$</b>	<b>277,736</b>

**0026-Recorders Modernization Fund (Fund Number 0026)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0 \$	2,136,676 \$	1,630,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,613	—
IntraCounty Adjustments	—	3,405	—
Other Adjustments	—	(164,999)	200,000
<b>Subtotal (Current Level Budget)</b>	<b>6.0 \$</b>	<b>2,027,696 \$</b>	<b>1,830,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	475,801 \$	—
Decision Packages			
Staffing Resources for I.T. Operations - Non-General Fund	2.0	210,647	—
Appropriation to Replace Hardware - Non-General Fund	—	250,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0 \$</b>	<b>936,448 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>8.0 \$</b>	<b>2,964,144 \$</b>	<b>1,830,000</b>

**0027-Recorders Document Storage Fund (Fund Number 0027)**

<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0 \$	334,557 \$	351,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**County Recorder — Cost Center 011401**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	6,640	—
IntraCounty Adjustments	—	1,204	—
Other Adjustments	—	(532)	30,000
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 341,869</b>	<b>\$ 381,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 266	\$ —
Decision Packages			
Appropriation for Book Restoration - Non-General Fund	—	90,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 90,266</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 432,135</b>	<b>\$ 381,000</b>

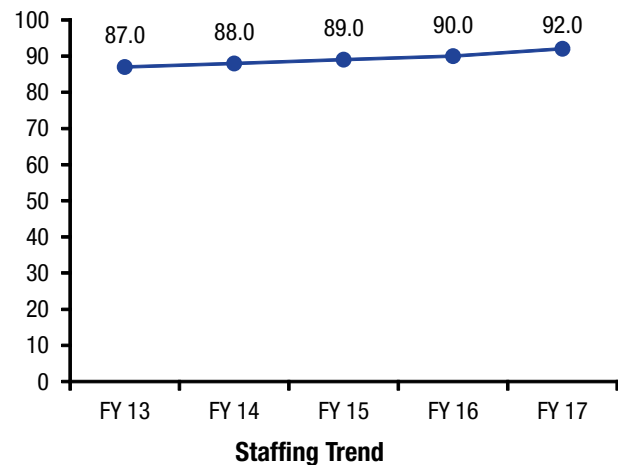
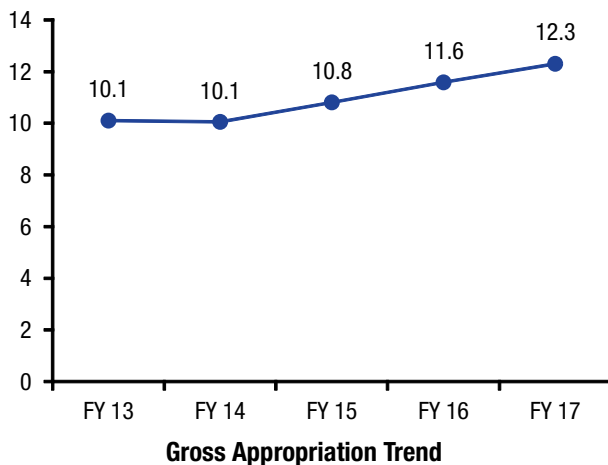
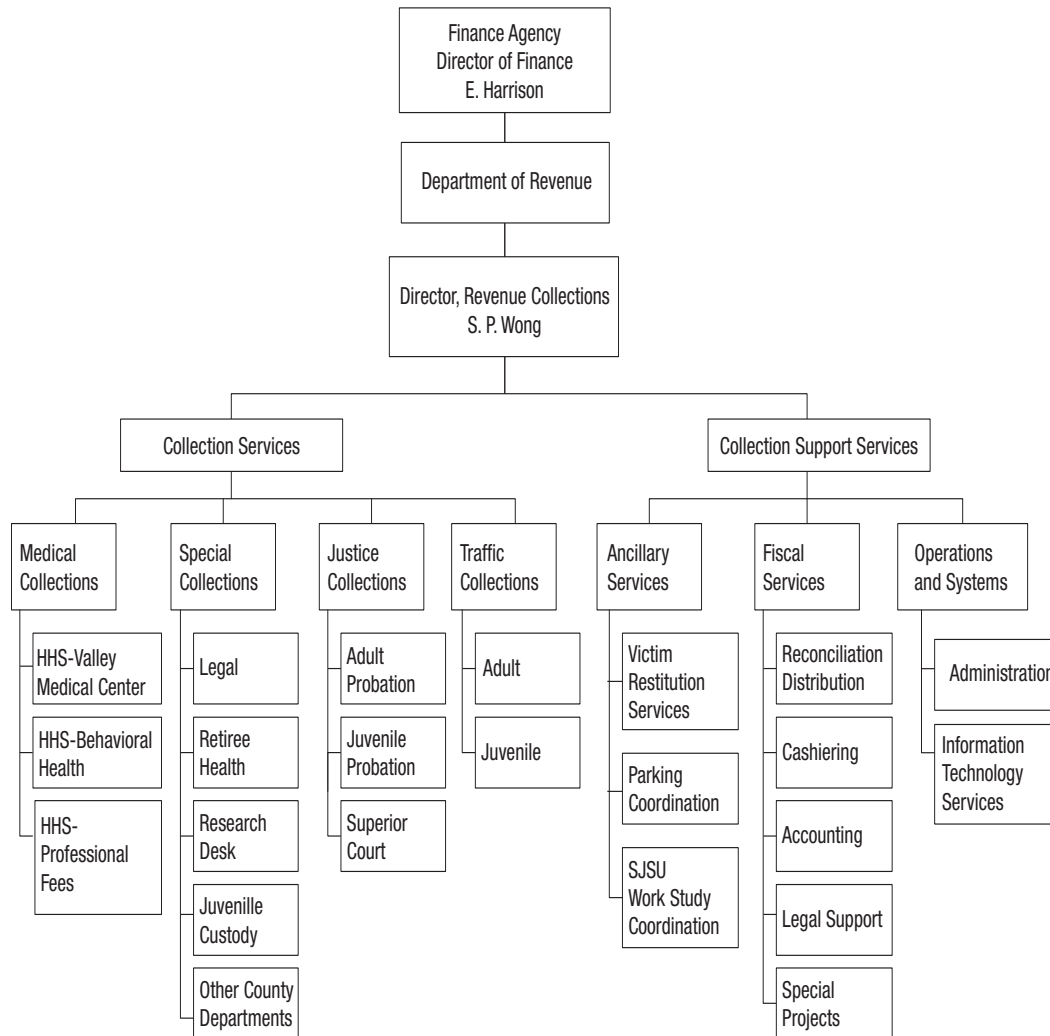
**County Recorder -Fund 0001 — Cost Center 011402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	9.0	\$ 1,026,575	\$ 1,678,400
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	41,482	—
IntraCounty Adjustments	—	2,464	—
Other Adjustments	—	(1,488)	20,600
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,069,033</b>	<b>\$ 1,699,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,266	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,266</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,070,299</b>	<b>\$ 1,699,000</b>





# Department of Revenue



## Public Purpose

**Maximize revenue collection to support services for County residents.**



## Description of Major Services

The Department of Revenue (DOR) is the County's central collections agent for both current and delinquent account collections and provides professional collection services using collection enforcement techniques comparable to those used in the private sector.

DOR seeks to protect the integrity of the County's safety net services by ensuring people pay their fair share of their debt owed to the County and other public entities. It is the Department's mission to maximize revenue collection to support services for County residents, and to do so at the least possible cost while providing quality service that is professional, respectful, and courteous.

DOR collects debt owed to the County that is the legal responsibility of specific individuals and/or entities. The collections positively impact funding for numerous County agencies and departments, as well as several other government entities. As such, this revenue supports many critical and valuable services to residents of Santa Clara County. The Department's largest clients are Santa Clara Valley Medical Center (SCVMC), the Probation Department, and the Superior Court.

### Department of Revenue Clients

Animal Control	Information Services Dept
Assessor's Office	Juvenile Probation Housing
Cities of Santa Clara County	Planning/Zoning
Clerk-Recorder's Office	Probation Department
Communications Department	Public Defender's Office
Controller-Treas Department	Public Guardian
County Library	Registrar of Voters
Department of Correction	Roads and Airports
District Attorney's Office	Sheriff's Office
Employee Services Agency	State of California
Family Court Services	Superior Court
Health and Hospital System	Weights and Measures

The Controller-Treasurer policy requires that delinquent debt accounts in departments across the County organization be referred to DOR unless exempted by the Controller-Treasurer, i.e., Tax Collector, the Social Services Agency, and Child Support Services.

In accordance with SB 940, all counties must provide a collection program for delinquent court-ordered debt. Under the state statute, DOR qualifies as a Comprehensive Collection Program (CCP) and is the designated program for Santa Clara County. Penal Code

Section 1463.007 allows recovery of costs for SB 940 programs, to be offset against collected fines, penalties and fees.

In FY 14-15, DOR's total collections reached over \$76.5 million; of this amount, \$13.2 million was applied to DOR revenue accounts and the remaining was pass-through revenue to other departments and government entities (see table above). The ratio of total revenue collected to total expense (\$9.8 million) was \$7.80 collected for each \$1 spent.

The Department maintains an Interactive Voice Response (IVR) system and a website, [www.sccdor.org](http://www.sccdor.org), that are operational 24-hours a day, seven days a week, to provide continuous, uninterrupted information. Credit card and e-check payments are accepted via an online service.

### Collection Services

DOR services include billing and collection pursuit and explanation of charges, court orders, civil judgments, legal obligations, and possible legal and other penalties for non-payment. In addition, DOR negotiates payment arrangements; determines ability to pay; establishes payment plans; verifies Medi-Cal eligibility; conducts skip tracing (research and determination of a debtor's whereabouts, employment, earnings, property, liabilities, assets and ability to pay); and researches probates and liens. Collections activities also include small-claims actions and lawsuits, wage attachments, tax interception, recordation of Reimbursement Agreements and return of delinquent accounts to the Court for issuance of bench warrants, Orders to Show

Cause or referral to civil collection processes. Specialized collections areas include third party payment, Workers Compensation, compromise requests, bankruptcy, and victim restitution.

### Collection Support Services

Support Services receive and post payments and conduct accounting, reconciliation, and distribution of collected revenue to appropriate funds and entities. Other support functions include the management of payments to victims of crime, review of court minute orders, coordination of support services for legal actions, bankruptcy research, supervision of incoming revenues from certain taxes and fees, and preparation of the DOR Cost Allocation Plan and other required reports. In addition, DOR administers the contracted County parking violation citation processing and collection service, the second level parking appeals, 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

### Proposal to Merge the Department of Revenue and the Office of the Tax Collector

The Finance Agency proposes to bring together the two sister departments of DOR and the Office of the Tax Collector into a single Department of Revenue and Tax. This is a strategic way to maximize the strengths of both departments. As examples, by sharing resources in information technology (IT), administration, or other areas, the County will be able to enhance these services. Another key goal is to provide a stronger career path for the employees in both departments by providing career

growth opportunities through cross-training and expanded promotional opportunities. Dovetailing with this effort is the anticipated relocation of DOR closer to the County Government Center at Hedding. It is important to emphasize that this proposal is not a budget-reduction exercise, and the Agency does not expect to reduce any positions. Both departments are working very hard with existing resources, and the goal is to assist in keeping up with the already heavy workload borne by the employees.



## Justice System Technology Changes

Large changes for the Countywide criminal justice service system - both County and Superior Court - are already underway as departments and IT teams work to design and build replacements for longstanding legacy computer systems that serve the justice system. These systems provide distinct and specialized functions that must also be connected and integrated across many organizations. As a collection partner for the Law and Justice community, DOR has joined efforts with its partners, and anticipates being fully engaged in these large IT projects.

## DOR Onsite Presence at the Probation Department - Victim Restitution Cases

In FY 15-16, the Board approved a collaborative pilot program between the Adult Probation Department and DOR for Victim Restitution (VR) case monitoring and collections. One unclassified collector position was approved to provide on-site collector expertise at the Probation Department regarding selected VR cases. The goal was to improve both the collections and case management efforts.

Since May 2015, this collaboration has resulted in integrating early financial assessment, planning and enforcement of VR debt payment, within the context of probationary requirements, responsibilities and rehabilitation. The program has been successful for both collection improvements and probationary compliance.

## DOR Space and Facility Improvements - Relocation

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. For several years, DOR has pursued efforts to expand and reconfigure its space at the Berger Drive campus. Concurrently, other Berger Drive departments have also grown and face serious space deficiencies.

Accordingly, the Facilities and Fleet Department will conduct a comprehensive study of Berger Drive occupants' space needs, and develop a master plan that

addresses the best possible solutions for departmental services at this location. There may be a need for some service element to relocate.

DOR is an ideal department for relocation. Moving to larger quarters and to a site closer to public transportation networks would be beneficial for both the public and the department. The County has been conducting a search for viable potential locations that are available for lease or purchase. Discussions are ongoing regarding a possible location for DOR near the County Government Center at Hedding.

## Security at Berger Drive Campus

DOR continues to take a lead role in coordinating and collaborating the security measures and safety awareness at the Berger Drive campus, especially in the evening hours. DOR oversees the shared-cost evening patrol and Sheriff's Deputy presence at Berger Drive. In FY 15-16, DOR hosted the third annual campus-wide training and awareness presentation by the Office of the Sheriff. The Sheriff's Office will be conducting a walk-through for all DOR staff on active shooter precautions and steps to take. The County is assessing and developing a facility security plan for all County facilities, including the Berger campus.

## Learning Organization

The Department of Revenue continues to make significant progress with its Center for Leadership and Transformation (CLT) projects with the focus of improving customer service and employee engagement.

- **Emergency Response:** This project aims to increase employee confidence, comfort, and awareness that effective workplace safety measures are in place. Because DOR is committed to serving a wide-range of citizens that can be under severe stress, it is important for the Department to generate and maintain an atmosphere of workplace safety and employee confidence. This is no longer a segregated CLT project, as it has been folded into the department's (and Agency's) ongoing Safety and Emergency Response program. For recent DOR activities, see above (Security at Berger Drive Campus).
- **Paperless 4G (Go Green Get Green):** The goal of the 4G is to improve efficiency and effectiveness of DOR collection processes by providing back-up documents to collectors in an electronic format. The project is now completed and DOR has accomplished paperless 4G as a routine function.

- **Web Portal:** With the successful launch of its public portal site, DOR planned to create a well-designed SharePoint Intranet site in FY 15-16. However, this extended scope is on temporary hold, pending development of a larger umbrella, to include Finance Agency sister departments.
- **Acumen Account Scoring:** The goal of this project is to improve collections and control costs by scoring debtor accounts for collectability and optimum collection strategy. The desired outcome will also improve and streamline processes and

workflow by reducing duplication and maximizing automation of existing manual processes in order to free up collector and support staff for direct collection activities. In FY 15-16, numerous manual processes have been streamlined through automation, a performance metrics model has been developed, and the account packeting feature has been extended to two out of four collection units. This CLT team continues to work on a myriad of projects that use data analytics and workflow studies to improve collection processes.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Pilot Program for Collections Officers at the Courts	↑	Provide collection services at Superior Court	2.0	\$33,286	—
Allocate Training Funds for Maintenance of Systems	↑	Provide training to gain in-house expertise	—	\$20,000	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Pilot Program for Collections Officers at the Courts

**Recommended Action:** Add 1.0 FTE Unclassified Senior Collections Officer position and 1.0 FTE Unclassified Account Clerk II position to the Department of Revenue to provide collections services at the Superior Court.

**Service Impact:** This pilot program will be embedded at the Courthouse to work closely with the court and defendants. The Traffic Court on Homestead Road has been identified as a tentative location for this pilot program.

The unclassified Senior Collections Officer position will provide in-person on-site assistance to debtors at court by explaining and interpreting accounts, documents, court orders, and civil judgments; interviewing to perform financial assessment and determine ability to pay; negotiating payment arrangements; and explaining legal obligations and possible legal penalties for non-payment. The unclassified Account Clerk II position would be responsible for accepting and processing payments at the courthouse and providing basic

information and interpretation of accounts and documents. Some of the combined responsibilities would include early intervention and engagement with account holders to establish up-to-date contact information, set up or package multiple accounts, investigate delinquency, and set up simple payment plans.

During the FY 15-16 mid-year budget review, the Board approved the first pilot program, which placed a collections officer in the Probation Department, to work in partnership with the Probation Officers and assist probationers by providing early financial assessment and improved case management for victim restitution cases. The pilot resulted in increased collections and improved case management efforts for the Adult Probation Department. Payment obligations to victims of crime have increased by 20% or \$463,765 during this pilot phase.

Additionally, over the past three years, DOR instituted extended business hours of operations by opening from 7:30 a.m. - 7:00 p.m., Tuesday through Friday. These extended hours provide opportunities for clients to reach the Department and make their payments and/or



consult with a collector to avoid going into delinquency, ask questions, or obtain clarification about their account. Recent market research and discussions with other governmental collection agencies suggest a correlating increase in revenues through early interaction with clients and the provision of collectors at targeted locations. This provision of collection services closer to business client locations such as the Probation Department and the Courthouse is operationalized in the City and County of San Francisco and in Ventura County.

This model will save DOR the operational costs and time associated with tracking down debtors, post-court appearance. In addition, for those who are responsive to this outreach, many problems can be avoided, such as further debt, loss of driver's license, wage garnishments, or inability to secure employment due to inability to pay down debts.

**Background:** One of the Department's goals is to increase collection of monies due to the County and business clients. This recommendation will provide staffing resources needed to increase compliance and responsiveness of debtors to pay court ordered fines and fees owed on accounts under the Justice and Traffic Collection Services of the Department. This program will be the second outreach pilot for the Department, where collections staff are assigned to off-site customer locations for earlier and more immediate contact with the debtor population.

Defendants in court are often very confused about their case, what necessary actions to take regarding fines/fees, and what the consequences of noncompliance are, even though they may have been provided the information by the court and by written notice. It is believed that more immediate and direct face-to-face communication with a collections subject matter expert would increase understanding and lead to improved compliance for those who are unclear or overwhelmed by the judicial process.

**Positions Added: 2.0 FTE**  
**Ongoing Net General Fund Cost: \$33,286**  
 Salary and Benefits: \$196,386  
 Revenue: \$163,100

**↑ Allocate Training Funds for Maintenance of Systems**

**Recommended Action:** Increase the Services and Supplies budget to fund training.

**Service Impact:** This action will fund the training of existing staff to gain in-house expertise in the maintenance of its systems and reduce the cost of professional services related to managing its business systems.

**Ongoing Cost: \$20,000**

**Department of Revenue— Budget Unit 148**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2148	Revenue Fund 0001	\$ 9,871,464	\$ 11,588,992	\$ 12,069,502	\$ 12,307,231	\$ 718,239	6.2%
<b>Total Net Expenditures</b>		<b>\$ 9,871,464</b>	<b>\$ 11,588,992</b>	<b>\$ 12,069,502</b>	<b>\$ 12,307,231</b>	<b>\$ 718,239</b>	<b>6.2%</b>



### Department of Revenue— Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2148	Revenue Fund 0001	\$ 9,871,464	\$ 11,588,992	\$ 12,069,502	\$ 12,307,231	\$ 718,239	6.2%
<b>Total Gross Expenditures</b>		<b>\$ 9,871,464</b>	<b>\$ 11,588,992</b>	<b>\$ 12,069,502</b>	<b>\$ 12,307,231</b>	<b>\$ 718,239</b>	<b>6.2%</b>

### Department of Revenue— Budget Unit 148 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 8,457,913	\$ 9,628,514	\$ 9,963,604	\$ 10,159,990	\$ 531,476	5.5%
Services And Supplies	1,413,551	1,960,478	2,105,898	2,147,241	186,763	9.5%
<b>Total Net Expenditures</b>	<b>\$ 9,871,464</b>	<b>\$ 11,588,992</b>	<b>\$ 12,069,502</b>	<b>\$ 12,307,231</b>	<b>\$ 718,239</b>	<b>6.2%</b>

### Department of Revenue— Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2148	Revenue Fund 0001	\$ 13,176,448	\$ 12,511,316	\$ 13,651,400	\$ 13,814,500	\$ 1,303,184	10.4%
<b>Total Revenues</b>		<b>\$ 13,176,448</b>	<b>\$ 12,511,316</b>	<b>\$ 13,651,400</b>	<b>\$ 13,814,500</b>	<b>\$ 1,303,184</b>	<b>10.4%</b>

### Department of Revenue— Budget Unit 148 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Taxes - Other Than Current Property	\$ 674,212	\$ 549,000	\$ 480,000	\$ 480,000	\$ (69,000)	-12.6%
Licenses, Permits, Franchises	1,652,750	1,700,000	1,850,000	1,850,000	150,000	8.8%
Fines, Forfeitures, Penalties	1,322,840	1,106,500	1,458,400	1,458,400	351,900	31.8%
Charges For Services	8,999,187	8,731,816	9,443,000	9,606,100	874,284	10.0%
Other Financing Sources	527,459	424,000	420,000	420,000	(4,000)	-0.9%
<b>Total Revenues</b>	<b>\$ 13,176,448</b>	<b>\$ 12,511,316</b>	<b>\$ 13,651,400</b>	<b>\$ 13,814,500</b>	<b>\$ 1,303,184</b>	<b>10.4%</b>



**Revenue Fund 0001 — Cost Center 2148**  
**Major Changes to the Budget**

	Positions	Appropriations		Revenues
<b>0001-General Fund (Fund Number 0001)</b>				
<b>Current Level Budget</b>				
FY 2016 Approved Budget	90.0	\$	11,588,992	\$ 12,511,316
Board Approved Adjustments During FY 2016	—		—	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		355,731	—
IntraCounty Adjustments	—		145,420	—
Other Adjustments	—		(20,641)	1,140,084
<b>Subtotal (Current Level Budget)</b>	<b>90.0</b>	<b>\$</b>	<b>12,069,502</b>	<b>\$ 13,651,400</b>
<b>Recommended Changes for FY 2017</b>				
IntraCounty Adjustments	—	\$	21,343	\$ —
Decision Packages				
Pilot Program for Collections Officers at the Courts	2.0		196,386	163,100
Allocate Training Funds for Maintenance of Systems	—		20,000	—
Information Technology				
Capital				
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$</b>	<b>237,729</b>	<b>\$ 163,100</b>
<b>Recommended Budget</b>	<b>92.0</b>	<b>\$</b>	<b>12,307,231</b>	<b>\$ 13,814,500</b>





# Section 2: Public Safety and Justice

Section 2: Public Safety and Justice



# Public Safety and Justice

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## 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.



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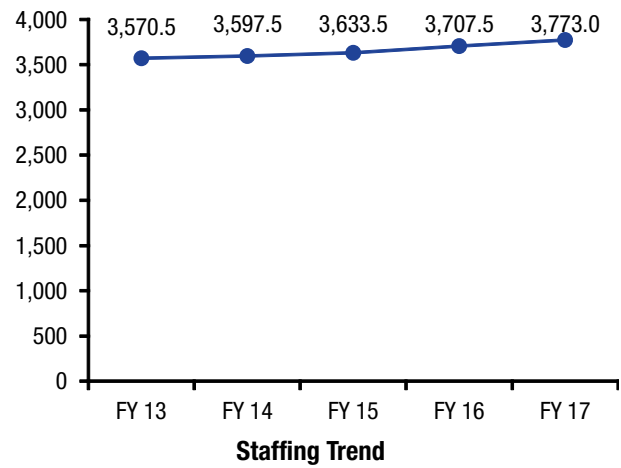
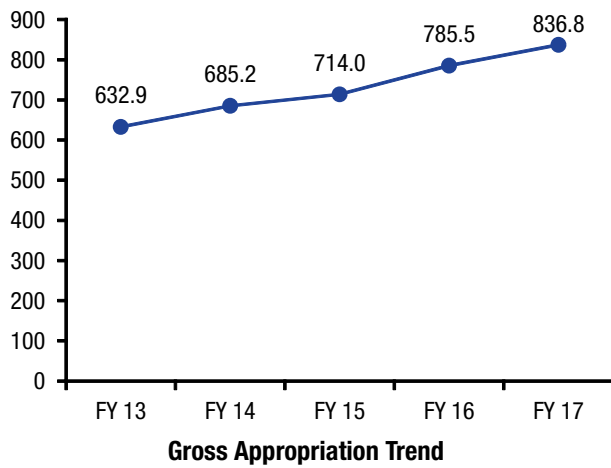
## Departments

- 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 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
202	District Attorney Department	\$ 106,767,681	\$ 113,473,548	\$ 120,264,486	\$ 123,076,913	\$ 9,603,365	8.5%
204	Public Defender	54,679,590	58,251,248	59,148,892	60,918,234	2,666,986	4.6%
210	Office of Pretrial Services	5,616,518	6,176,464	6,397,383	6,632,201	455,737	7.4%
217	Criminal Justice Support	44,573,026	47,014,350	42,388,998	52,797,943	5,783,593	12.3%
230	Sheriff's Department	134,097,966	150,103,688	157,557,586	157,263,490	7,159,802	4.8%
235	Sheriff's Doc Contract	128,524,641	138,924,572	142,723,738	145,335,764	6,411,192	4.6%
240	Department of Correction	79,489,858	90,454,153	93,368,973	97,070,604	6,616,451	7.3%
246	Probation Department	147,118,645	163,318,159	172,280,727	172,680,428	9,362,269	5.7%
293	Med Exam-Coroner Fund 0001	4,272,314	4,352,233	4,775,461	4,781,539	429,306	9.9%
<b>Total Net Expenditures</b>		<b>\$ 705,140,237</b>	<b>\$ 772,068,416</b>	<b>\$ 798,906,244</b>	<b>\$ 820,557,116</b>	<b>\$ 48,488,700</b>	<b>6.3%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
202	District Attorney Department	\$ 116,502,923	\$ 122,606,383	\$ 129,831,177	\$ 132,687,903	\$ 10,081,520	8.2%
204	Public Defender	54,936,988	58,508,646	59,406,290	61,175,632	2,666,986	4.6%
210	Office of Pretrial Services	5,846,133	6,453,717	6,674,636	6,909,454	455,737	7.1%
217	Criminal Justice Support	44,573,026	47,014,350	42,388,998	52,797,943	5,783,593	12.3%
230	Sheriff's Department	139,912,691	158,422,704	166,799,169	162,820,191	4,397,487	2.8%
235	Sheriff's Doc Contract	128,524,641	138,924,572	142,723,738	145,335,764	6,411,192	4.6%
240	Department of Correction	79,731,917	90,629,604	93,552,780	97,254,411	6,624,807	7.3%
246	Probation Department	147,381,176	163,723,597	172,683,337	173,083,038	9,359,441	5.7%
293	Med Exam-Coroner Fund 0001	4,272,314	4,352,233	4,775,461	4,781,539	429,306	9.9%
<b>Total Gross Expenditures</b>		<b>\$ 721,681,809</b>	<b>\$ 790,635,807</b>	<b>\$ 818,835,586</b>	<b>\$ 836,845,875</b>	<b>\$ 46,210,068</b>	<b>5.8%</b>

## Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
202	District Attorney Department	\$ 17,444,915	\$ 18,942,314	\$ 19,244,109	\$ 19,394,838	\$ 452,524	2.4%
204	Public Defender	939,644	1,328,914	1,245,335	1,245,335	(83,579)	-6.3%
210	Office of Pretrial Services	1,106,013	1,320,771	1,326,562	1,326,562	5,791	0.4%
217	Criminal Justice Support	208,870,638	223,056,243	217,612,146	228,021,091	4,964,848	2.2%
230	Sheriff's Department	60,707,121	65,718,076	69,261,141	68,215,731	2,497,655	3.8%

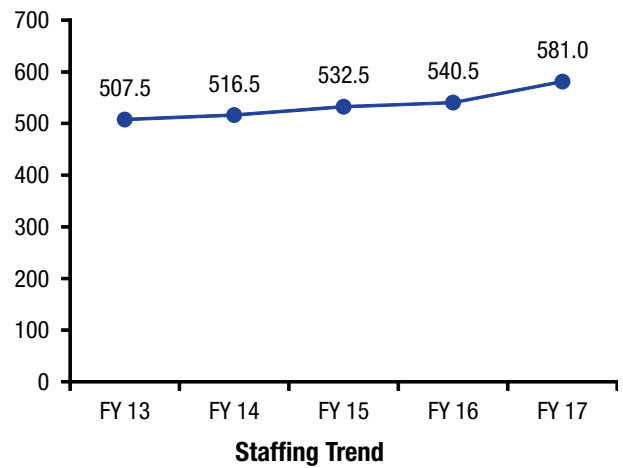
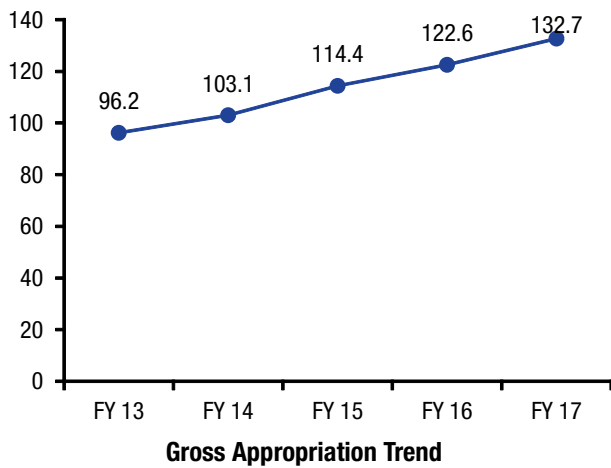
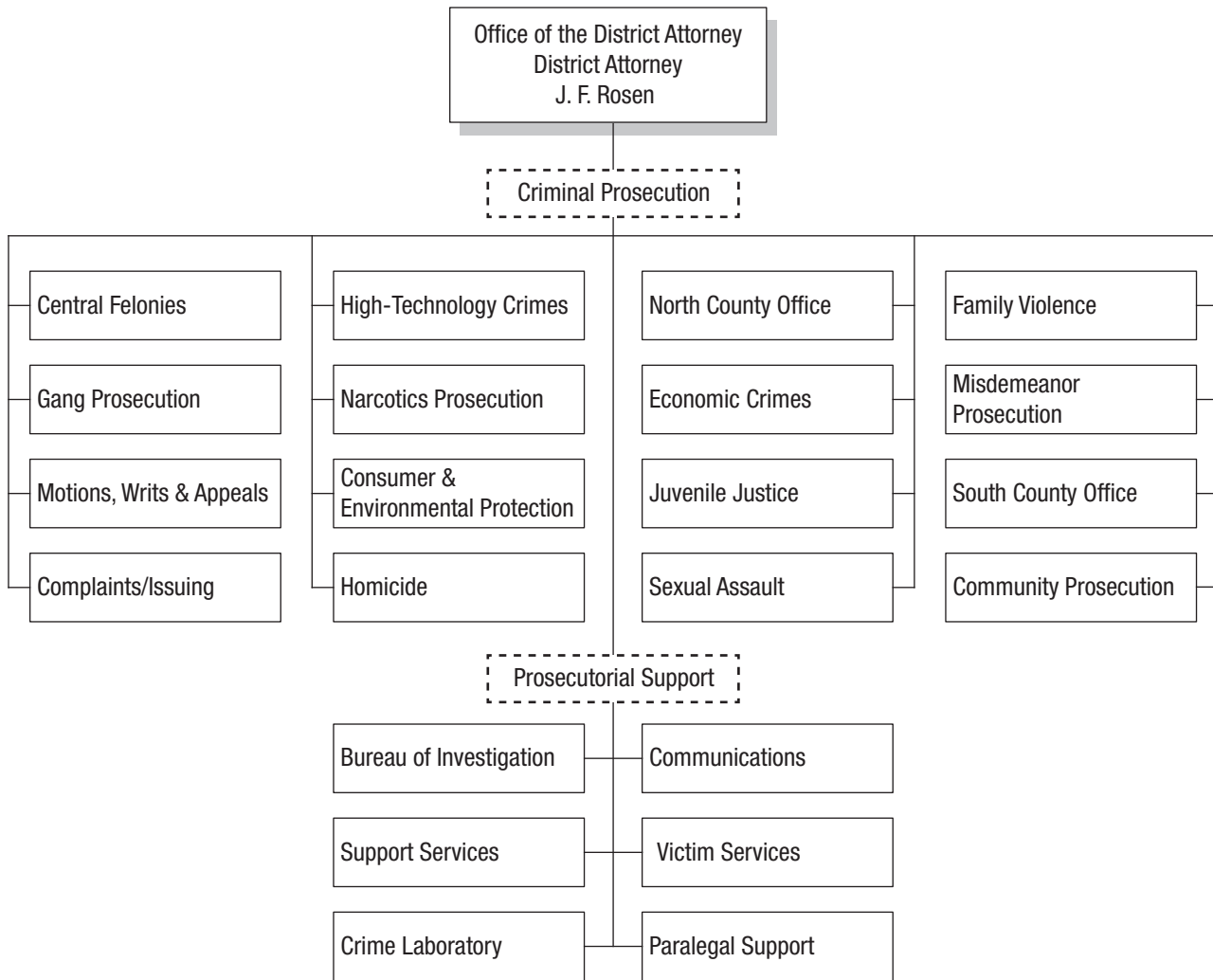


## Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
235	Sheriff's Doc Contract	8,922,564	9,308,756	9,225,525	9,225,525	(83,231)	-0.9%
240	Department of Correction	16,106,385	16,404,571	12,330,263	10,950,126	(5,454,445)	-33.2%
246	Probation Department	36,647,046	39,028,995	40,310,964	40,310,964	1,281,969	3.3%
293	Med Exam-Coroner Fund 0001	396,144	341,367	341,367	341,367	—	—
<b>Total Revenues \$</b>		<b>351,140,470 \$</b>	<b>375,450,007 \$</b>	<b>370,897,412 \$</b>	<b>379,031,539 \$</b>	<b>3,581,532</b>	<b>1.0%</b>

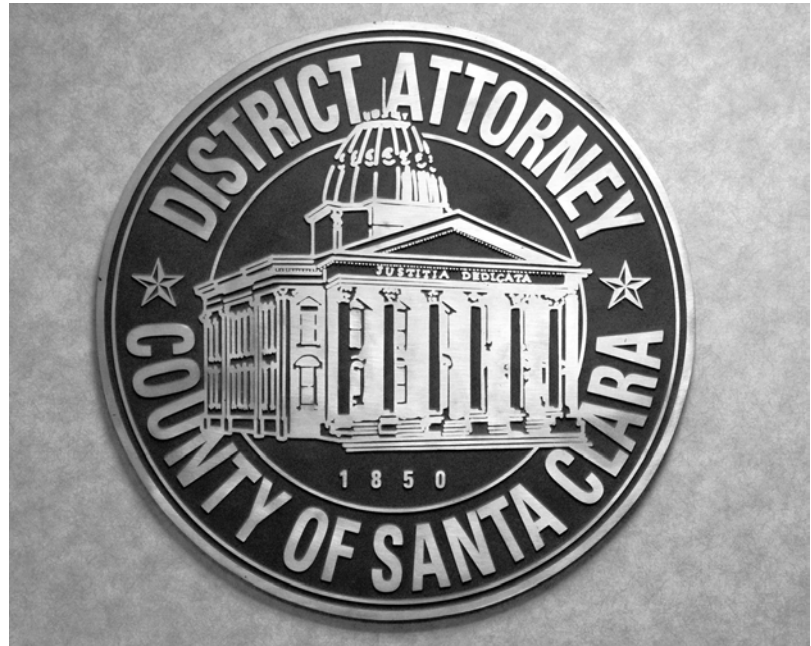


# Office of the District Attorney



## Public Purpose

- ➔ **Constitutional Rule of Law Upheld**
- ➔ **Public Safety**



## Description of Major Services

### Criminal Prosecution

The District Attorney (DA) discharges his obligation to ensure public safety by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences. The legal services provided by the DA contribute to the County having one of the lowest crime rates among California's large counties, and among the lowest nationally for metropolitan areas.

Attorneys prosecute and investigators investigate both felony and misdemeanor crimes throughout the County, with the help of criminalists, paralegals, clerical staff, and administrative staff. The Office is generally organized by types of crime, and utilizes both general assignments and vertical assignments (an approach in which one designated attorney handles a given case from start to finish, as opposed to different attorneys handling different phases of the case). The vertical assignment approach is used in units such as homicide, sexual assault and gang violence, in part because it helps the Office best serve victims and their families in those types of cases.

Below is a brief description of each of the major teams and their areas of concentration in the Office, followed by descriptions of smaller, specialized teams, along with

information on other functions that support the Office's mission, such as the Bureau of Investigations and the Crime Laboratory.

### Central Felonies

The Central Felonies Team prosecutes felony cases in the San Jose facility of the Superior Court. The unit is responsible for the prosecution of felony crimes that occur in the central portion of the County, including the cities of San Jose, Santa Clara, Campbell, Milpitas, and Los Gatos. The team currently focuses on two major areas of prosecution:

- Prosecution of property crimes, such as burglary and auto thefts.
- Prosecution of violent crimes, such as assault with a deadly weapon, felony driving under the influence, kidnapping, and robbery.

### Complaints/Issuing

This team consists of several experienced attorneys who are responsible for reviewing all non-vertical law enforcement referrals. The review process, which is conducted under rigorous timelines because of legal requirements for prompt filing of charges, includes careful examination of police reports, associated

documents and materials as well as criminal history information to determine which criminal charges, if any, should be filed in each matter.

This unit also considers whether available alternatives to criminal prosecution are an appropriate option and/or whether any available sanctions for existing supervision mechanisms (i.e., parole, probation, mandatory supervision, deferred entry of judgment or post release community supervision) would be a sufficient response to the alleged misconduct. Part of this responsibility is for pre-filing review of criminal citations, which ensures that the unit reviews all cases early for possible diversion to alternatives to the traditional criminal prosecution model.

### **Consumer & Environmental Protection**

In the Consumer Protection Unit, inquiries are received from consumers complaining about businesses. These complaints can be resolved through mediation services, which focus on helping individual consumers pursue informal resolution of their disputes with business entities; or through enforcement, in which the team prosecutes criminal and civil cases against those engaging in unlawful or fraudulent business practices.

The Environmental Protection Unit enforces laws intended to protect human health and the environment, and to ensure workplace safety. These laws govern such diverse areas as air pollution, asbestos, hazardous waste/materials/substances, land development, pesticide use, exposure warnings, timber protection, underground storage tanks, water pollution, streambed alterations, wildlife protection and workplace safety where fatalities or serious injuries are involved. Enforcement of these laws includes civil as well as criminal proceedings, which can result in substantial monetary penalties and recovery of damages to natural resources, as well as incarceration.

### **Economic Crimes**

This team prosecutes a variety of crimes related to fraud, emphasizing cases that are accomplished by lying or the breach of a trusted or fiduciary relationship with the victim as opposed to the taking of property covertly, or by force or fear. Types of fraud this team prosecutes include:

- Elder Fraud - These financial crimes against the elderly most often involve a perpetrator who is known to the elder victim such as a child, grand-

child, friend or caregiver. Typical crimes include forged checks, unauthorized use of the elder's credit cards and good credit, embezzlement (e.g., using the elder's money to pay expenses of the perpetrator without the elder's knowledge and/or consent), and theft by false pretenses (e.g., obtaining an elder's signature on legal documents without the elder truly understanding the consequences of the subject transaction).

- Insurance Fraud - The business of insurance involves many transactions, each of which has potential for abuse and fraud. This team partners with a variety of law enforcement agencies to investigate and prosecute fraudulent activity in the insurance industry.
- Major Fraud - This team focuses on cases involving serious and complex fraud, also known as white-collar crime, where the loss exceeds \$100,000. These cases involve obtaining property through false pretenses, trickery, fraud, or embezzlement. The unit also prosecutes investment and tax fraud cases regardless of the dollar loss. The unit has a particular focus on the use of the Internet to commit fraud, which has become increasingly prevalent.
- Real Estate Fraud - This unit investigates and prosecutes crimes involving real estate documents and transactions. The recent focus has been on cases involving foreclosure, particularly in cases such as a fraudulent second trust deed resulting in a foreclosure notice.

### **Family Violence**

This team reviews, files, and prosecutes crimes of domestic violence; physical abuse, endangerment, and neglect of children, elders, and dependent adults; as well as child abduction crimes.

Significant research over the last decade has shown that different types of violence in the home are interrelated and have serious consequences for the safety of all family members, as well as for the community. For children, the danger of living in a violent home is not limited to the possibility that intimate partner violence will spill over into child abuse. Unfortunately, research has shown that children who observe intimate partner violence or are physically abused tend to have higher levels of behavioral problems as children, and as they become adults, tend to have higher levels of crime and substance abuse problems.



In addition to aggressively pursuing offender accountability, the Family Violence Team actively pursues an agenda that acknowledges that the cycle of violence begins anew when children live in violent homes. The team promotes policies and procedures designed to help these children and parents overcome the effects of violence. In this way, the District Attorney's Office helps prevent children from becoming violent adults and/or adult victims.

### **Gang Prosecution**

A gang is generally defined as a formal or informal ongoing group that has as one of its primary activities the committing of criminal acts. The adult Gang Prosecution Unit prosecutes gang-related felony offenses, including homicides. Cases are vertically prosecuted as described above. Gang Unit attorneys also prosecute violations of gang abatement court orders. The objective of the Gang Unit is:

- To maintain public order and safety.
- To respond to the crime caused by street gangs that threatens and terrorizes peaceful citizens.
- To stop this criminal activity.
- To provide for increased penalties for those found guilty of criminal gang involvement and eliminate the patterns, profits, and property helping criminal street gang activity, including street gang recruitment.

### **High-Technology Crimes**

In Silicon Valley, the High-Technology Crime Unit is a necessity. This unit prosecutes criminal activity related to high technology, which occurs in these principal forms:

- Theft and sale of electronic items (computers, computer components and the like)
- Theft of trade secrets
- Hacking and other illicit intrusions into computer systems
- Identity theft

### **Homicide**

The Homicide Team handles the majority of murder cases that occur in Santa Clara County. Many of these cases are murders with allegations of special circumstances, which can result in imposition of the

death penalty; however, the District Attorney believes that the death penalty should be rarely imposed and reserved for only the worst of the worst murderers. Moreover, the District Attorney has implemented a protocol to decide whether to seek the death penalty within six months of filing criminal charges in order to minimize expense to the County, the courts, and the Public Defender's Office.

### **Juvenile Justice**

The Juvenile Team focuses on disposition of cases involving juveniles, which may involve informal supervision, diversion, or certification to adult court for traditional prosecution. This team has created and implemented a number of specialized programs designed to meet the needs of the youthful offender while furthering the primary mission of public safety.

### **Misdemeanor Prosecution**

The Misdemeanor Team is responsible for prosecuting more than 30,000 misdemeanor offenses of all kinds per year in the central portion of the County. These include misdemeanor-level offenses related to driving under the influence, driving without a license, domestic violence, petty theft, battery, and a wide variety of other crimes.

### **Narcotics Team**

The Narcotics Unit consists of the following specialized units:

- The Anti-Drug Abuse Unit works with the County Narcotics Task Force and with two specialized units within the San Jose Police Department under the terms of a State grant.
- The Asset Forfeiture Unit handles all cases dealing with seized drug proceeds. This can include cars, money, jewelry and homes.
- The Drug Treatment Court Team works in collaboration with the Courts, Offices of the Public and Alternate Defender, Probation, Department of Mental Health, Department of Public Health, Department of Alcohol and Drug Services, and Department of Correction in order to staff specialized courts to work towards effective drug treatment for addicts prosecuted in the County.
- The General Narcotics Felony Team consists of attorneys who handle court calendars with general court appearances and trials. These cases range from possession to sales of narcotics.



- The Major Narcotic Vendor Prosecution Unit handles high-level narcotics sales, possession for sale and manufacturing cases.

### **Sexual Assault Team**

The Sexual Assault Team prosecutes felony violations of the sex registration laws, and prosecutions of sexual assaults on adult and child victims. Each year, the Sexual Assault Team handles over 500 felony sexual assault cases and over 150 felony violations of the sex registration laws. Many of the cases prosecuted by the Sexual Assault Team carry potential life sentences mandated by the One Strike laws that apply to aggravated circumstances, such as multiple victims, kidnapping and burglary. In cases where defendants have mental disorders, a portion of this team adjudicates associated issues such as providing needed medication to those in custody, preventing the mentally ill felons from having guns, and keeping sexually violent predators in locked facilities.

### **Community Prosecution**

This unit works proactively within targeted communities to prevent crimes and help neighborhoods deal with specific issues that are related to crime. The unit focuses on collaboration with law enforcement agencies and community leaders, public education, and investigation and prosecution of crimes that are particularly problematic in these neighborhoods. Ultimately, the unit's efforts are aimed at improving public safety, cooperation with law enforcement, and the overall quality of life in the targeted neighborhoods.

### **Branch Offices and Specialized Units**

The Office has teams in the Palo Alto (North County) and Morgan Hill (South County) court complexes. These teams prosecute felonies and misdemeanors committed in those areas of the County.

In addition to these major units, the Office has a number of smaller units focused on more specialized, but very important parts of the Office's responsibilities. A summary of these units follows.

#### **Career Criminal Unit**

The Career Criminal Unit prosecutes felonies committed by serious repeat offenders. Unit attorneys handle the majority of the Three Strikes cases filed in Santa Clara County. Each of these cases is reviewed by a

group of senior attorneys to determine whether the District Attorney should exercise his discretion to seek a reduction from the life sentence penalties. In cases where this is done, the reasons are stated on the record in open court. Cases that are not reduced are assigned to unit attorneys who specialize in Three Strikes prosecutions and handle the cases from start to finish. In addition to Three Strikes cases, unit attorneys prosecute serious and complex cases that benefit from having the same deputy district attorney handle the case from beginning to end.

#### **Cold Case Unit**

The Cold Case Unit takes a fresh look at serious cases that were previously unsolved. In many instances this entails use of new technologies, such as DNA analysis, that were not available at the time the crime was committed. In addition to technological advances, often the re-analysis of existing evidence by a different seasoned investigator and prosecutor can identify leads not identified initially. Regardless of the age of a case, it is a central focus of the Office to bring the perpetrators of crime to justice and to provide comfort and closure to victims.

#### **Community Prosecution**

This unit works proactively within targeted communities to prevent crimes and help neighborhoods deal with specific issues that are related to crime. The unit focuses on collaboration with law enforcement agencies and community leaders, public education, and investigation and prosecution of crimes that are particularly problematic in these neighborhoods. Ultimately, the unit's efforts are aimed at improving public safety, cooperation with law enforcement, and the overall quality of life in the targeted neighborhoods.

#### **Conviction Integrity Unit**

Conviction integrity is central to the District Attorney's mission. The unit is responsible for evaluating and implementing policies and protocols that assure convictions are based upon the highest levels of ethics and accuracy. In addition to implementing reforms, this unit is responsible for office training and error prevention. Finally, the unit cooperates with post-conviction investigations by outside counsel, and when appropriate, the evaluation and investigation of past convictions where reasonable concerns have been raised of actual innocence.

### Human Trafficking Unit

This unit focuses on human trafficking, both for sexually exploited children and for forced labor. The unit works with the Human Trafficking Task Force and the South Bay Coalition to End Human Trafficking to educate the public to increase awareness of this category of crime, and investigate and incarcerate those who engage in human trafficking.

### Public Integrity Unit

The Public Integrity Unit supervises the investigation of cases involving corruption of public officials and employees in their official capacities or in the performance of their duties and initiates criminal charges when appropriate, generally by grand jury indictment. Crimes include theft, embezzlement or misappropriation of public funds; and removal, alteration, destruction or falsification of public records. Other duties of the unit are enforcement of Political Reform Act provisions that relate to campaign filings and practices, enforcement of the Elections Code, and review of issues relating to the Brown Act, California's open public meeting law.

### Victim-Witness Assistance Program

The Office provides a variety of services to victims and witnesses of crime. 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; and
- Restitution computation.

If eligible, compensation is available for medical and dental losses due to crime, psychological counseling for the victim and immediate family members for emotional trauma due to crime, assistance with relocation for domestic violence victims and sexual assault victims, and home security assistance if the victim is in danger of harm from the offender.

### Prosecutorial Support

A variety of staff members in the Office have roles in support of the attorneys who are part of the teams described above. These employees bring their own professional skills and experience to these roles, all of which contribute to meeting the Office's overarching goals of upholding safety and ensuring justice. These groups are described below.

### Bureau of Investigation

The Bureau of Investigation is the peace officer unit of the DA'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 DA'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 DA's Crime Laboratory is a nationally accredited forensic laboratory serving all criminal justice agencies in Santa Clara County. Examiners evaluate and analyze evidence, interpret results, provide expert testimony related to the full spectrum of physical evidence recovered from crime scenes, and offer technical assistance and training to all user agencies. Service is provided in the major analytical disciplines of controlled substance analysis, firearms/toolmarks, forensic biology (DNA), forensic toxicology, latent print processing, questioned documents, trace evidence and computer crimes. The lab employs criminalists, criminal investigators, and support staff, and analyzes thousands of evidence items each year.

The Crime Laboratory is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board. The accreditation is in the disciplines of DNA, firearms/toolmarks, trace evidence, questioned documents, controlled substances, toxicology, and digital and multimedia evidence.

### **Paralegals**

The Office's paralegal staff is a valued and important cost-effective support mechanism for the attorney staff and other office operations. Paralegals, working under the supervision of one or more attorneys, may perform several key tasks, including: legal research; drafting and analyzing legal documents; case development; organization of evidence; preparation and dissemination of discovery; and courtroom assistance during litigation. Within the Office, paralegals often have the opportunity to develop specialized knowledge in specific areas of the law, which enhances the Department's ability to serve the public, particularly in case types that involve recurring issues and also emerging or trending areas of criminality.

### **Administration and Support Staff**

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.

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.

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## **Current and Emerging Issues**

### **Victim Witness Services**

As of October 2015, the DA's Office and Silicon Valley FACES agreed that victim services would be provided directly through the Office. The move of these services to the West Wing has resulted in a significant increase in the number of victims seeking services from our Office. In comparing the first six months in the West Wing as compared to the same six months of the prior year, new clients served increased by 65%, court accompaniments of victims increased 71%, and total services provided more than doubled, from 11,500 to more than 25,000.

This significant increase in the level of services to victims has also been accompanied by improved collaboration between victim advocates and prosecutors, and improved efficiency for the Victim Services Unit as a result of having direct access to the

Office's case management system and easier access to various colleagues and partners in the criminal justice system.

### **Advancing Technology**

Nearly every crime committed in Santa Clara County now involves elements of technology that were not present just a few years ago. From electronic police reports, text exchanges, cell phone videos, and with body-worn cameras on the near-term horizon, the amount of technology necessary to perform the work of the District Attorney's Office is in a period of explosive growth that shows no signs of slowing.

This phenomenon has resulted in the need to improve internal technology systems, improve the ability to analyze digital and multimedia evidence, and improve the capacity to transmit these new forms of evidence to the defense as part of discovery. It also drives our efforts to make the Office less reliant on paper. As a whole,

these changes represent tremendous opportunities to improve processes and systems to ensure justice in every case filed.

### Criminal Investigation

The Office's Bureau of Investigations (BOI) has made significant efforts to uphold public safety in the wake of the shrinking capacity of San Jose Police Department.

Investigative referrals within the Office are up more than 60% compared with two years ago, largely because of the need for more investigations of cases that originated in San Jose. In addition, nearly all investigation responsibilities for fraud cases, particularly in the areas of elder fraud and environmental protection, have been taken on by the BOI.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Increase Investigation Resources	↑	These positions will support increased investigations of potential crimes.	2.0	\$387,748	\$19,709
Augment Information Systems Infrastructure & Staffing	↑	This action improves internal technology systems.	2.0	\$357,828	\$278,862
Increase Paralegal Resources	↑	This position will increase paralegal support in the Office.	.50	\$72,160	(\$20,720)
Augment Crime Laboratory Equipment	↑	This action provides funding for equipment and software needs.	—	\$17,000	\$80,600
Add Term-Limited Positions for Proposition (Prop) 47 Activities	↑	This action extends unclassified staff terms to complete Prop 47 work.	3.0	\$480,454	(\$92,376)
Augment Community Prosecution Staff	↑	This position will expand services into North County.	1.0	\$278,034	(\$44,672)
Create Internal Forensic Accounting Services	●	This position will provide staffing for specialized accounting services.	1.0	\$35,832	—
Increase Digital/Multimedia Evidence Staffing	↑	These positions will help meet the increasing demand of technological evidence.	2.0	361,628	—
Add Funding for Family Justice Centers Program	↑	This funding will support victims of domestic violence in the community.	—	\$100,000	—
Augment Environmental Investigation	↑	This position will increase staffing to support environmental investigation.	1.0	\$180,874	—
Expand Funding for Equipment and Technology in the Crime Lab	↑	This action increases funding for equipment for the Crime Lab.	—	\$131,533	—
Acquire and Implement STRmix Probabilistic Genotyping	↑	This action provides funding for software needs.	—	—	\$110,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Increase Investigation Resources

**Recommended Action:** Add 2.0 FTE Criminal Investigator II positions; allocate \$26,000 ongoing

expenditure for fuel and maintenance, supplies, equipment and training; and \$80,000 one-time expenditure for vehicles, radio and safety equipment.



**Service Impact:** The addition of these positions and associated expenditure will augment resource in the Office to do more of its own investigations of potential crimes, particularly in the area of general trial preparation, gang crime, family violence, and elder financial abuse.

**Background:** The number of cases going to trial has increased dramatically in recent years, and the reduction of resources in San Jose Police Department has placed the Office in the position of needing to do more of its own investigation of potential crimes.

**Positions Added: 2.0**  
**Ongoing Net Cost: \$387,748**

Salaries and benefits: \$361,748  
Services and supplies and fuel and Maintenance: \$26,000

**One-time Net Cost: \$19,709**

Salary savings reflecting recruitment time: \$60,291  
Miscellaneous expenses: \$80,000

### ↑ Augment Information Systems Infrastructure & Staffing

**Recommended Action:** Add 1.0 FTE Information Systems Manager III position, 1.0 FTE Information Systems Analyst I position; allocate 30,000 ongoing expenditure for supplies, equipment and maintenance of software; and \$333,500 one-time expenditure for information systems software and equipment.

**Service Impact:** The addition of these positions will allow the Office to grow with the increasing demand for paperless systems, the replacement of the Criminal Justice Information Control (CJIC) system, and digital evidence interfaces with law enforcement agencies.

The addition of Digital Evidence Management software will upgrade the Office's current physical evidence management system, as well as add capability to manage evidence received in digital form.

**Positions Added: 2.0**  
**Ongoing Net Cost: \$357,828**

Salaries and benefits: \$327,828  
Services and Supplies: \$30,000

**One-time Net Cost: \$278,862**

Salary savings reflecting recruitment time: \$54,638  
Miscellaneous expenses: \$333,500

### ↑ Increase Paralegal Resources

**Recommended Action:** Delete 0.5 FTE Senior Paralegal position and add 1.0 FTE Senior Paralegal position to support the Felony Pre-Trial Team; allocate \$10,000 ongoing expenditure for supplies, equipment and training.

**Service Impact:** This position will support the attorneys in the Felony Pre-Trial team to help avoid delays in bringing cases to trial.

**Positions Added: 0.5**  
**Ongoing Net Cost: \$72,160**

Increased ongoing cost of \$62,160  
Services and supplies: \$10,000

**One-time Savings: \$20,720**

Salary savings reflecting time for recruitment

### ↑ Augment Crime Laboratory Equipment

**Recommended Action:** Allocate \$17,000 ongoing for maintenance of software and \$80,600 one-time funding for Crime Lab software and hardware.

**Service Impact:** The software and hardware will improve the Crime Lab's DNA analysis capacity, its quality management efforts, its ability to connect to breath alcohol instruments in the field, and its backup capacity for power and system failures. The probabilistic genotype software was funded through the Information Technology Capital Project, this action appropriates ongoing maintenance of the software and one-time costs for a quality management database software, replacement of power source batteries and installation of a secure local area network (LAN) to connect to field breath alcohol instruments.

**Ongoing Cost: \$17,000**  
**One-time Cost: \$80,600**

### Add Term-Limited Positions for Proposition 47 Activities

**Recommended Action:** Add 3.0 FTE term-limited positions for Prop 47 activities. The term-limited positions will become effective after the existing unclassified positions expire on September 11, 2016.

## Summary of Positions

Classification	FTE
Attorney IV/III/II/I	1.0
Paralegal	1.0
Legal Clerk	1.0
<b>Total</b>	<b>3.0</b>

**Service Impact:** These positions will allow the Office to continue to provide the necessary staffing associated with the filing of expungement petitions associated with the provisions of Prop 47, as the statute allows affected people to file petitions until November 2017, and there is additional litigation associated with various petitions that have been filed previously.

**Positions Added: 3.0**  
**Ongoing Cost: \$480,454**  
**One-time Savings: \$92,376**

Salary savings reflecting cost currently budgeted for unclassified positions continuing for part of FY 16-17.

### ↑ Augment Community Prosecution Staff

**Recommended Action:** Add 1.0 FTE Community Prosecutor position and allocate \$10,000 ongoing associated expenditures for supplies, equipment and training.

**Service Impact:** This position will bring the size of the Community Prosecution team to five, allowing the Office to place a Community Prosecutor in North County. As a result, the Community Prosecutors will produce reduced crime rates, more cooperation between the community and law enforcement, and more awareness of ways to prevent crime.

**Positions Added: 1.0**  
**Ongoing Net Cost: \$278,034**

Salaries and benefits: \$268,034  
 Services and Supplies: \$10,000

**One-time Net Savings: \$44,672**  
 Salary and savings reflecting time for recruitment

### ● Create Internal Forensic Accounting Services

**Recommended Action:** Add 1.0 FTE Forensic Accountant position and reduce ongoing contract services funding by \$140,000.

**Service Impact:** This action eliminates the use of a dependent contractor for forensic accounting services and adds a position to provide the same services. The services will continue without interruption to investigations and prosecution of insurance fraud cases.

**Positions Added: 1.0**  
**Ongoing Net Cost: \$35,832**

Increased ongoing cost of \$164,232 for the position and Services and Supplies allocation of \$11,600 are offset by the Office's Insurance Grant Fund and fund balance.

### ↑ Increase Digital/Multimedia Evidence Staffing

**Recommended Action:** Add 1.0 FTE Criminal Investigator position and 1.0 FTE Criminalist; allocate \$23,000 in ongoing expenditures for fuel and maintenance, supplies, equipment and training; and \$59,600 in one-time expenditures for a vehicle, radio, safety equipment and the purchase of computer equipment.

**Service Impact:** The positions will help keep pace with the explosion in technology and support the volume and complexity of various forms of technological evidence in the criminal justice system, particularly mobile technology. It also initiates preparation for the increase in technological forms of evidence with the adoption of body-worn cameras use.

**Positions Added: 2.0**  
**Ongoing Net Cost: \$361,628**

Salaries and Benefits: \$338,628  
 Services and Supplies: \$23,000

**One-time Net Cost: \$3,163**  
 Salary savings reflecting time for recruitment: \$56,437  
 Miscellaneous expenses: \$59,600

### ↑ Family Justice Centers Program

**Recommended Action:** Allocate \$100,000 in ongoing funding to allow the payment of stipends to private attorneys providing services to victims of domestic violence.

**Service Impact:** This funding allows the Office to pay a stipend to volunteer attorneys for providing vital services as part of the Family Justice Centers in Palo Alto, San Jose, and Morgan Hill. These centers bring

together prosecutors, law enforcement, community-based organizations and volunteer attorneys to provide one-stop services for victims of domestic violence.

**Ongoing Cost: \$100,000**

### ↑ Augment Environmental Investigation

**Recommended Action:** Add 1.0 FTE Criminal Investigator II position; allocate \$13,000 in ongoing expenditures for fuel and maintenance, supplies, equipment and training; and \$40,000 in one-time expenditures for a vehicle, radio and safety equipment.

**Service Impact:** The addition of this position will greatly increase the Office's capacity to proactively investigate environmental issues and concerns that are brought to the attention of the Office.

**Positions Added: 1.0**

**Ongoing Net Cost: \$0**

Increased ongoing cost of \$180,874 for the new position; and one-time and ongoing costs are offset by the Office's Consumer and Environmental Affairs Trust Fund.

### ↑ Expand funding for Equipment and Technology in the Crime Lab

**Recommended Action:** This action shifts \$131,533 of grant revenue, currently used to fund a Criminalist position in the Crime Lab, to the General Fund; and allocates \$131,533 ongoing funding for services and supplies in the Crime Lab.

**Service Impact:** The DNA Backlog Reduction grant has been shrinking in recent years as more jurisdictions compete for the limited pool of grants. This action shifts the grant funding from a position to be used for technology and equipment in the Crime Lab, allowing flexibility for technology and equipment needs.

**Ongoing Cost: \$131,533**

### ↑ Acquire STRmix Probabilistic Genotyping

**Recommended Action:** Increase one-time project allocation to acquire STRmix Probabilistic Genotyping software.

**Service Impact:** The software will improve the Crime Lab's DNA analysis capacity, its management efforts, and its ability to connect to breath alcohol instruments in the field.

This project is one of the County's Information Technology Capital Projects for FY 16-17. For a full description of this project, see the County Executive's Recommendations in the Information Services Department (ISD).

**One-time Cost: \$110,000**

## District Attorney Department— Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3810	HiTech React Grant Fund 0001	\$ 1,632,152	\$ 2,000,000	\$ 2,132,693	\$ 2,132,760	\$ 132,760	6.6%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	82,408	150,000	—	—	(150,000)	-100.0%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,527,380	2,446,586	2,446,586	2,474,976	28,390	1.2%
3816	Dis & Health Ins Grant Fund 0001	785,728	670,000	670,000	689,358	19,358	2.9%
3818	DA-Auto Insur Grant Fund 0001	1,006,434	928,220	928,220	928,221	1	0.0%
3819	DA - Urban Grant Fund 0001	1,046,537	1,019,831	1,019,831	1,019,831	—	—





### District Attorney Department— Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3820	Laboratory Of Criminalistics Fund 0001	10,894,602	12,433,152	12,304,959	12,674,884	241,733	1.9%
3825	DA Public Safety Realignment-F0001	400,000	375,411	436,900	436,900	61,489	16.4%
3832	Administrative Svcs Fund 0001	23,285,897	24,501,005	26,095,365	26,941,321	2,440,316	10.0%
3833	Paralegal Services Fund 0001	3,369,935	3,835,743	3,966,371	4,121,552	285,810	7.5%
3834	Legal Spt Svcs Fund 0001	12,387,801	14,351,960	15,350,384	16,164,644	1,812,685	12.6%
3835	Welfare Fraud Investigations Fund 0001	(388,620)	(335,811)	(335,553)	(335,553)	258	-0.1%
3836	Attorneys Fund 0001	45,035,292	46,196,434	49,342,104	49,921,388	3,724,954	8.1%
3837	VW-CalEMA - F0001	863,320	823,576	1,368,205	1,368,205	544,629	66.1%
3838	Victim Witness-BOC -F0001	933,236	1,077,442	1,309,499	1,309,499	232,057	21.5%
3840	Real Estate Fraud - Fund 0001	2,905,578	3,000,000	2,999,999	3,000,004	4	0.0%
3843	UV and Outreach Program - Fund 0001	—	—	228,921	228,921	228,921	n/a
<b>Total Net Expenditures \$</b>		<b>106,767,681 \$</b>	<b>113,473,548 \$</b>	<b>120,264,486 \$</b>	<b>123,076,913 \$</b>	<b>9,603,365</b>	<b>8.5%</b>

### District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3810	HiTech React Grant Fund 0001	\$ 1,632,152	\$ 2,000,000	\$ 2,132,693	\$ 2,132,760	\$ 132,760	6.6%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	82,408	150,000	—	—	(150,000)	-100.0%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,527,380	2,446,586	2,446,586	2,474,976	28,390	1.2%
3816	Dis & Health Ins Grant Fund 0001	785,728	670,000	670,000	689,358	19,358	2.9%
3818	DA-Auto Insur Grant Fund 0001	1,006,434	928,220	928,220	928,221	1	0.0%
3819	DA - Urban Grant Fund 0001	1,046,537	1,019,831	1,019,831	1,019,831	—	—
3820	Laboratory Of Criminalistics Fund 0001	11,291,611	12,790,488	12,672,295	12,910,687	120,200	0.9%
3825	DA Public Safety Realignment-F0001	400,000	375,411	436,900	436,900	61,489	16.4%
3832	Administrative Svcs Fund 0001	24,349,945	25,302,490	27,188,461	28,046,017	2,743,526	10.8%
3833	Paralegal Services Fund 0001	4,042,319	4,646,565	4,772,740	4,927,921	281,357	6.1%
3834	Legal Spt Svcs Fund 0001	16,807,366	18,524,984	19,650,962	20,629,454	2,104,471	11.4%
3835	Welfare Fraud Investigations Fund 0001	649	391	649	649	258	66.0%



### District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3836	Attorneys Fund 0001	47,828,260	48,850,400	52,005,215	52,584,499	3,734,099	7.6%
3837	VW-CalEMA - F0001	863,320	823,576	1,368,205	1,368,205	544,629	66.1%
3838	Victim Witness-BOC -F0001	933,236	1,077,442	1,309,499	1,309,499	232,057	21.5%
3840	Real Estate Fraud - Fund 0001	2,905,578	3,000,000	2,999,999	3,000,004	4	0.0%
3843	UV and Outreach Program - Fund 0001	—	—	228,921	228,921	228,921	n/a
<b>Total Gross Expenditures \$</b>		<b>116,502,923 \$</b>	<b>122,606,383 \$</b>	<b>129,831,177 \$</b>	<b>132,687,903 \$</b>	<b>10,081,520</b>	<b>8.2%</b>

### District Attorney Department— Budget Unit 202 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 96,171,797	\$ 101,340,937	\$ 110,265,139	\$ 112,089,818	\$ 10,748,881	10.6%
Services And Supplies	20,082,813	20,495,446	19,566,038	20,140,452	(354,994)	-1.7%
Fixed Assets	248,313	770,000	—	457,633	(312,367)	-40.6%
<b>Total Gross Expenditures \$</b>	<b>116,502,923 \$</b>	<b>122,606,383 \$</b>	<b>129,831,177 \$</b>	<b>132,687,903 \$</b>	<b>10,081,520</b>	<b>8.2%</b>
Expenditure Transfers	(9,735,242)	(9,132,835)	(9,566,691)	(9,610,990)	(478,155)	5.2%
<b>Total Net Expenditures \$</b>	<b>106,767,681 \$</b>	<b>113,473,548 \$</b>	<b>120,264,486 \$</b>	<b>123,076,913 \$</b>	<b>9,603,365</b>	<b>8.5%</b>

### District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3810	HiTech React Grant Fund 0001	\$ 1,632,155	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	—	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	80,434	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,496,245	2,446,586	2,446,586	2,446,586	—	—
3816	Dis & Health Ins Grant Fund 0001	782,269	670,000	670,000	670,000	—	—
3818	DA-Auto Insur Grant Fund 0001	1,006,434	928,220	928,220	928,220	—	—
3819	DA - Urban Grant Fund 0001	1,046,537	1,019,831	1,019,831	1,019,831	—	—
3820	Laboratory Of Criminalistics Fund 0001	3,890,670	4,136,817	4,158,435	4,158,435	21,618	0.5%
3825	DA Public Safety Realignment-F0001	400,000	375,411	436,900	436,900	61,489	16.4%



### District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3832	Administrative Svcs Fund 0001	1,174,487	1,147,701	848,522	848,522	(299,179)	-26.1%
3833	Paralegal Services Fund 0001	—	331,687	124,864	124,864	(206,823)	-62.4%
3834	Legal Spt Svcs Fund 0001	43,460	417,236	790,858	941,587	524,351	125.7%
3836	Attorneys Fund 0001	190,058	567,807	918,875	918,875	351,068	61.8%
3837	VW-CalEMA - F0001	863,320	823,576	823,576	823,576	—	—
3838	Victim Witness-BOC -F0001	933,236	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	2,905,610	3,000,000	3,000,000	3,000,000	—	—
<b>Total Revenues \$</b>		<b>17,444,915 \$</b>	<b>18,942,314 \$</b>	<b>19,244,109 \$</b>	<b>19,394,838 \$</b>	<b>452,524</b>	<b>2.4%</b>

### District Attorney Department— Budget Unit 202 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 3,472,556	\$ 4,788,686	\$ 5,037,507	\$ 5,188,236	\$ 399,550	8.3%
Charges For Services	6,319,297	6,569,577	6,619,577	6,619,577	50,000	0.8%
Aid From Government Agencies - State	7,403,614	7,258,800	7,258,800	7,258,800	—	—
Fines, Forfeitures, Penalties	37,801	32,000	35,000	35,000	3,000	9.4%
Aid From Government Agencies - Federal	211,655	293,224	293,224	293,224	—	—
Revenue From Use Of Money/Property	(8)	27	1	1	(26)	-97.3%
<b>Total Revenues \$</b>	<b>17,444,915 \$</b>	<b>18,942,314 \$</b>	<b>19,244,109 \$</b>	<b>19,394,838 \$</b>	<b>452,524</b>	<b>2.4%</b>

### HiTech React Grant Fund 0001 — Cost Center 3810 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 2,000,000	\$ 2,000,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	176,389	—
Other Adjustments	—	(43,696)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 2,132,693</b>	<b>\$ 2,000,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 67	\$ —



### HiTech React Grant Fund 0001 — Cost Center 3810 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	— \$	67 \$	—
<b>Recommended Budget</b>	— \$	2,132,760 \$	2,000,000

### Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	150,000 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(150,000)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	— \$	— \$	—
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	— \$	— \$	—
<b>Recommended Budget</b>	— \$	— \$	—

### DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	2,446,586 \$	2,446,586
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,675)	—
Other Adjustments	—	2,675	—
<b>Subtotal (Current Level Budget)</b>	— \$	2,446,586 \$	2,446,586
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	154,390 \$	—



**DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Create Internal Forensic Accounting Services	—	(126,000)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 28,390</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 2,474,976</b>	<b>\$ 2,446,586</b>

**Dis & Health Ins Grant Fund 0001 — Cost Center 3816**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 670,000	\$ 670,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	393	—
Other Adjustments	—	(393)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 670,000</b>	<b>\$ 670,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 21,758	\$ —
Decision Packages			
Create Internal Forensic Accounting Services	—	(2,400)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 19,358</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 689,358</b>	<b>\$ 670,000</b>

**DA-Auto Insur Grant Fund 0001 — Cost Center 3818**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 928,220	\$ 928,220
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	613	—
Other Adjustments	—	(613)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 928,220</b>	<b>\$ 928,220</b>



**DA-Auto Insur Grant Fund 0001 — Cost Center 3818**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 928,221</b>	<b>\$ 928,220</b>

**DA - Urban Grant Fund 0001 — Cost Center 3819**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,019,831	\$ 1,019,831
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,019,831</b>	<b>\$ 1,019,831</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,019,831</b>	<b>\$ 1,019,831</b>

**Laboratory Of Criminalistics Fund 0001 — Cost Center 3820**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	62.0	\$ 12,433,152	\$ 4,136,817
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	726,776	—
IntraCounty Adjustments	—	(129,957)	(30,382)
Other Adjustments	—	(725,011)	52,000
<b>Subtotal (Current Level Budget)</b>	<b>62.0</b>	<b>\$ 12,304,959</b>	<b>\$ 4,158,435</b>



**Laboratory Of Criminalistics Fund 0001 — Cost Center 3820**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 9,330	\$ —
Decision Packages			
Augment Crime Laboratory Equipment	—	97,600	—
Increase Digital/Multimedia Evidence Staffing	1.0	131,462	—
Expand Funding for Equipment and Technology in th Crime Lab	—	131,533	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 369,925</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>63.0</b>	<b>\$ 12,674,884</b>	<b>\$ 4,158,435</b>

**DA Public Safety Realignment-F0001 — Cost Center 3825**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 375,411	\$ 375,411
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	61,489	61,489
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 436,900</b>	<b>\$ 436,900</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 436,900</b>	<b>\$ 436,900</b>

**Administrative Svcs Fund 0001 — Cost Center 3832**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	179.0	\$ 24,501,005	\$ 1,147,701
Board Approved Adjustments During FY 2016	2.0	(46,002)	—
Cost to Maintain Current Program Services			



### Administrative Svcs Fund 0001 — Cost Center 3832 Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	1.0	1,044,550	—
IntraCounty Adjustments	—	405,735	(300,153)
Other Adjustments	—	190,077	974
<b>Subtotal (Current Level Budget)</b>	<b>182.0</b>	<b>\$ 26,095,365</b>	<b>\$ 848,522</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 26,224	\$ —
Decision Packages			
Augment Information Systems Infrastructure & Staffing	2.0	636,690	—
Add Term-Limited Positions for Prop 47 Activities	1.0	73,042	—
Information Technology			
Acquire and Implement STRmix Probabilistic Genotyping	—	110,000	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 845,956</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>185.0</b>	<b>\$ 26,941,321</b>	<b>\$ 848,522</b>

### Paralegal Services Fund 0001 — Cost Center 3833 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	35.5	\$ 3,835,743	\$ 331,687
Board Approved Adjustments During FY 2016	—	(70,450)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	213,023	—
IntraCounty Adjustments	—	(7,681)	(206,823)
Other Adjustments	—	(4,263)	—
<b>Subtotal (Current Level Budget)</b>	<b>35.5</b>	<b>\$ 3,966,371</b>	<b>\$ 124,864</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 5,194	\$ —
Decision Packages			
Increase Paralegal Resources	0.5	51,440	—
Add Term-Limited Positions for Prop 47 Activities	1.0	98,547	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.5</b>	<b>\$ 155,181</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>37.0</b>	<b>\$ 4,121,552</b>	<b>\$ 124,864</b>





**Legal Spt Svcs Fund 0001 — Cost Center 3834**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	82.0	\$ 14,351,960	\$ 417,236
Board Approved Adjustments During FY 2016	—	100,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,006,645	—
IntraCounty Adjustments	—	(40,157)	373,622
Other Adjustments	—	(68,063)	—
<b>Subtotal (Current Level Budget)</b>	<b>82.0</b>	<b>\$ 15,350,384</b>	<b>\$ 790,858</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ (112,237)	\$ 150,729
Decision Packages			
Increase Investigation Resources	2.0	387,957	—
Create Internal Forensic Accounting Services	1.0	164,232	—
Increase Digital/Multimedia Evidence Staffing	1.0	223,579	—
Augment Environmental Investigation	1.0	150,729	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 814,260</b>	<b>\$ 150,729</b>
<b>Recommended Budget</b>	<b>87.0</b>	<b>\$ 16,164,644</b>	<b>\$ 941,587</b>

**Welfare Fraud Investigations Fund 0001 — Cost Center 3835**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ (335,811)	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	258	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ (335,553)</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ (335,553)</b>	<b>\$ —</b>



### Attorneys Fund 0001 — Cost Center 3836 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	182.0	\$ 46,196,434	\$ 567,807
Board Approved Adjustments During FY 2016	—	(97,368)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	3,306,392	—
IntraCounty Adjustments	—	(20,106)	351,068
Other Adjustments	—	(43,248)	—
<b>Subtotal (Current Level Budget)</b>	<b>181.0</b>	<b>\$ 49,342,104</b>	<b>\$ 918,875</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 29,433	\$ —
Decision Packages			
Add Term-Limited Positions for Prop 47 Activities	1.0	216,489	—
Augment Community Prosecution Staff	1.0	233,362	—
Add Funding for Family Justice Centers Program	—	100,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 579,284</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>183.0</b>	<b>\$ 49,921,388</b>	<b>\$ 918,875</b>

### VW-CalEMA - F0001 — Cost Center 3837 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 823,576	\$ 823,576
Board Approved Adjustments During FY 2016	12.0	550,352	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	2,546	—
Other Adjustments	—	(8,269)	—
<b>Subtotal (Current Level Budget)</b>	<b>12.0</b>	<b>\$ 1,368,205</b>	<b>\$ 823,576</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>12.0</b>	<b>\$ 1,368,205</b>	<b>\$ 823,576</b>



**Victim Witness-BOC -F0001 — Cost Center 3838**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,077,442	\$ 1,077,442
Board Approved Adjustments During FY 2016	12.0	237,579	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	3,145	—
Other Adjustments	—	(8,667)	—
<b>Subtotal (Current Level Budget)</b>	<b>12.0</b>	<b>\$ 1,309,499</b>	<b>\$ 1,077,442</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>12.0</b>	<b>\$ 1,309,499</b>	<b>\$ 1,077,442</b>

**Real Estate Fraud - Fund 0001 — Cost Center 3840**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 3,000,000	\$ 3,000,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	232,309	—
Other Adjustments	—	(232,310)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 2,999,999</b>	<b>\$ 3,000,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 5	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 5</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 3,000,004</b>	<b>\$ 3,000,000</b>

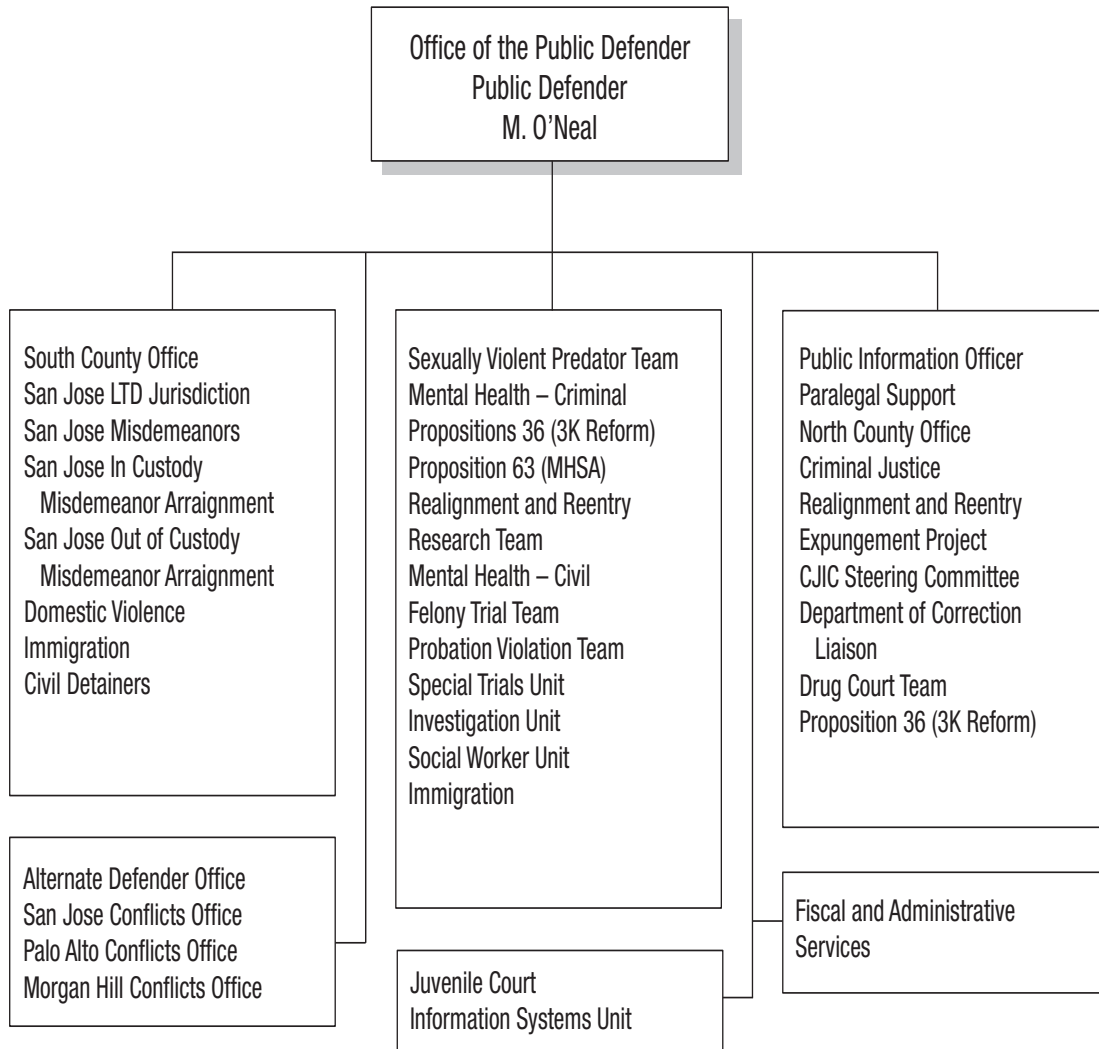


**UV and Outreach Program - Fund 0001 — Cost Center 3843**  
**Major Changes to the Budget**

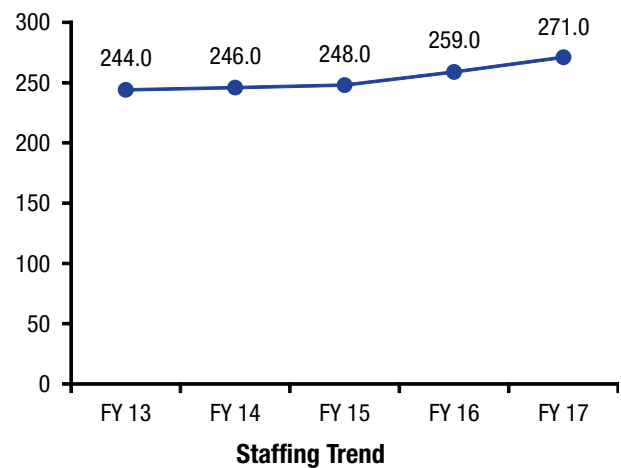
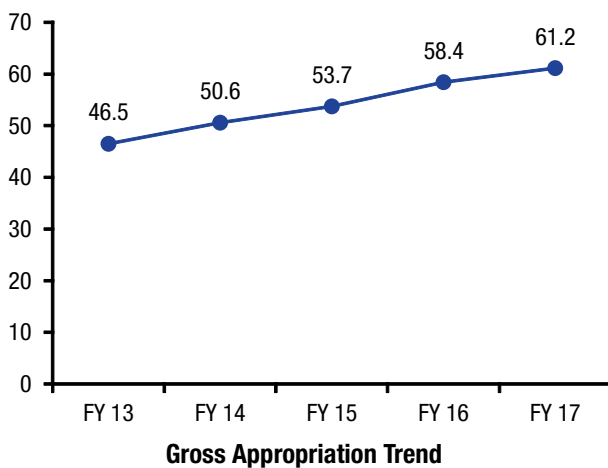
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2016	2.0	230,431	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	100	—
Other Adjustments	—	(1,610)	—
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 228,921</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 228,921</b>	<b>\$ —</b>



# Office of the Public Defender

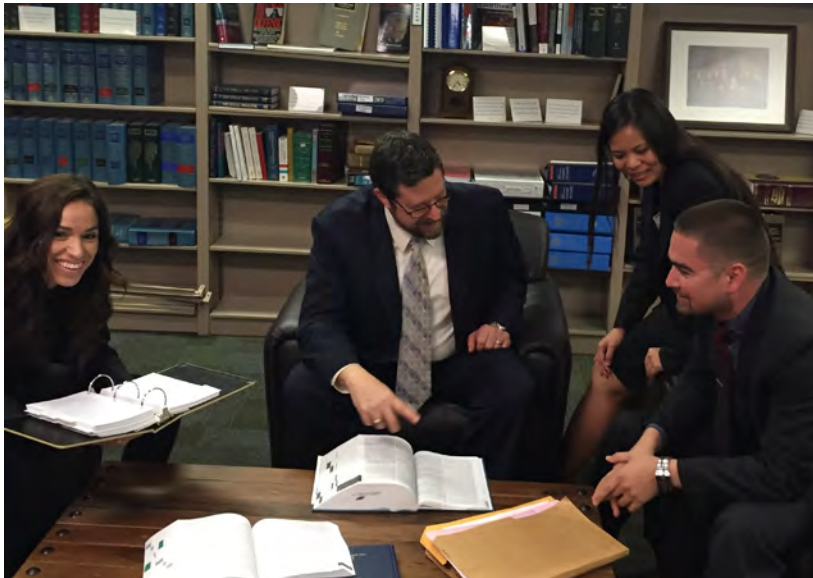


Section 2: Public Safety and Justice



## Public Purpose

### ➤ Constitutional and Statutory Rights of Indigent Clients Protected



## Description of Major Services

### Primary Responsibility

The Office of the Public Defender (Public Defender) provides legal representation to indigent clients who are charged with the commission of a criminal offense alleged to have been committed in Santa Clara County. These charges range from serious felonies to misdemeanors, capital murder to petty theft, drug offenses, sex offenses, and property crimes. The Office represents minors against whom delinquency petitions have been filed in the juvenile division of the Superior Court. The Office also represents clients in civil commitment proceedings as mandated by Government Code section 27706, including mentally ill persons conserved under the Lanterman Petris Short (LPS) Act, developmentally disabled persons and mentally impaired elders under the Probate Code. Sexually Violent Predators are also represented pursuant to Welfare and Institutions Code section 6602.

### Effective Representation

The mandate to provide representation for the indigent accused originates from the Sixth Amendment to the United States Constitution as well as related California Constitution provisions. The United States Supreme Court case of *Gideon v. Wainwright* [(1963) 372 U.S. 335] established that an indigent criminal defendant who is facing a penalty of incarceration is entitled to

representation, at public expense, at all critical stages of the proceedings against him or her. In all instances, the Office of the Public Defender seeks to provide high quality, vigorous representation for its clients. This effort is in accord with the standard of care established by the California Supreme Court requiring that competent counsel act as a “diligent and conscientious advocate” for his or her client. The Office has developed a robust in-house training program to provide attorneys, investigators and paralegals with the information, strategies and advice to assist them in effective advocacy for the clients.

### Client Intake

A substantial number of clients represented by the Public Defender are incarcerated. From the time of initial arrest, a series of constitutional and statutory provisions, designed to safeguard clients’ rights, mandate that the Office quickly identify, interview and undertake representation of these defendants. Failure to promptly initiate these actions may jeopardize a criminal defendant’s Sixth Amendment right to counsel and a speedy trial.

## Presence in Misdemeanor Arraignments

An arraignment is the first step in the court process. At arraignment a criminal defendant is advised of his constitutional rights, and of the charges filed against him. Defendants in custody have the right to a hearing regarding bail or Own Recognizance release. Recognizing the increased complexity of misdemeanors, the serious consequences of a misdemeanor conviction, and the opportunity for justice system efficiencies, the Board of Supervisors provided resources for the Public Defender to staff in-custody misdemeanor arraignments in 2010. Since 2012, the Public Defender has staffed all misdemeanor arraignment calendars, both in-custody and out of custody defendants. This expansion of services to the indigent accused now guarantees that any person who seeks Public Defender services on a misdemeanor case will be screened for financial eligibility and interviewed at the Courthouse by the Office's paralegal staff. Deputy public defenders are present in court to appear with and advise qualifying defendants of their rights, options and best case strategy. With the presence of deputy district attorneys, many clients are able to obtain just results in one court appearance, whether by plea or dismissal. The presence of the Public Defender at misdemeanor arraignments also ensures that defendants are adequately advised of any potentially negative immigration consequences prior to entering into a plea agreement.

## Case Investigation

An independent investigation of the facts and assumptions underlying a law enforcement case against the client, is perhaps the single most critical service that a defender can provide. It is the Public Defender's obligation to take a fresh look at the client's case and to test the state's premises for prosecution. Prompt and effective investigation of the facts by Public Defender staff provides the attorney with information critical to the preparation of the best defense for the client. Undertaking investigation at the onset of a case is invaluable in determining whether witnesses should be subpoenaed and the case should proceed to trial or whether a favorable early settlement is in the client's best interest.

## Presentation of Alternatives to Incarceration

While the goal is to obtain an acquittal for clients where possible, careful development of mitigating factors which can impact sentencing alternatives is also an important and mandated aspect of quality criminal

defense services. Representation does not end with a plea of guilty or a conviction at trial. The competent Public Defender strives to minimize negative collateral consequences of criminal justice involvement by exploring available alternatives to incarceration and presenting such alternatives to the Court. Public Defender lawyers, paralegals, and the social worker collaborate with Reentry Resource Center staff, Mental Health Court and Drug Treatment Court treatment team staff, and community based treatment programs to find the appropriate placements that meet the needs of individual clients, improve outcomes, reduce recidivism and protect public safety.

## County Collaborative Efforts

The Office of the Public Defender is involved in many collaborative projects that reflect commitment to improve County services for the indigent and mentally ill, as well as the justice system. These projects include the Santa Clara County Superior Court's Criminal Court Systems Committee, CJIC Steering Committee, Juvenile Justice System Collaborative, the City of San Jose's Mayor's Gang Prevention Task Force, Reentry Resource Center Leadership, Community Corrections Partnership, Blue Ribbon Commission on Improving Custody Operations, the Inmate Welfare Fund Committee, and many other committees and boards relevant to the clients' interests and those of the justice community.

## Outreach and 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 Homeless/Outreach courts 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.

The Office of the Public Defender received an Assistance Grant from the United States Department of Justice in 2013 to implement holistic defense practices. A meaningful community outreach is a cornerstone of



holistic defense practice, so the Office expanded efforts into vulnerable communities. The Office serves the homeless by providing basic legal assistance including bench warrant recalls, resource connections, and Know Your Rights education. The focus on the homeless community has been in coordination with the County's mobile Medical Unit and the Grace Community Center. Basic necessities for the homeless such as sock, caps, and hygiene kits are provided at resource fairs in the winter months. Additionally, the Department has developed a curriculum to provide Know Your Rights education to the East Side Union High School District for the Spring and Fall of 2016.

### **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. Recently, the number of mentally ill people charged with felony and misdemeanor criminal offenses has significantly increased. Many criminally charged clients also suffer from mental illness. The Office of the Public Defender represents those 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 Courts, which provide support for mentally ill persons convicted of crimes. The Public Defender Office advocates for consideration of mental health issues in negotiating resolution of criminal cases, and collaborates with justice partners to ensure better support for mentally ill people once they are released from custody. The Department represents clients committed to State Hospitals during hearings on re-commitment or forced medication.

### **Social Worker**

The Office of the Public Defender now provides social work services to clients in Juvenile Court and those adult clients with mental health issues. The social worker meets with clients acting as both a mitigation specialist and a mental health professional. The social worker conducts a psycho-social assessment of the client and provides a plan for support to decrease the chances of re-offending.

### **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 charged with felony offenses 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) and racial and ethnic disparity (RED) 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 indigent clients through the Reentry Expungement Program (REP) at the County's Reentry Resource Center. This is an important and growing service that assists clients in clearing their criminal records and overcoming barriers to employment and reentry. In FY 14-15 the Board of Supervisors approved funding for a dedicated attorney to staff the REP program. From September 16, 2013 through December 31, 2015 REP has had 2,410 contacts from the public, and filed 1,478 petitions or applications for relief. REP has had 1,409 petitions and applications granted, representing a 95.3% success rate.

## 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

### AB 1352 (Super Expungements)

Assembly Bill 1352, also known as the Super Expungement bill provides that individuals who have successfully completed Deferred Entry of Judgment (DEJ) are eligible to withdraw their guilty pleas and enter pleas of not guilty in order to completely clear their records for immigration purposes, as well as licensing and other collateral consequences. The Probation Department provided the Public Defender's Office with a list of 9,500 clients who have successfully completed DEJ. Thus, PDO will need to reach out and contact all of these individuals to see if they are eligible and interested in availing themselves of this relief. The Department is currently meeting with the Court and District Attorney to discuss best processes to expedite these petitions.

### Death Penalty Costs

The office of the Alternate Defender (ADO) currently has three death penalty cases. Defending these high profile cases is extremely expensive. The number of DNA exonerations, among other types of exoneration,

demonstrates how critical it is to thoroughly investigate death penalty cases. The November ballot is expected to contain dueling initiatives that will: 1) repeal the death penalty, or 2) speed up executions. Depending on how the voters respond, costs may increase or decrease for handling these cases.

### Mental Health issues

The County is well aware of the lack of community mental health beds as well as the high needs of the increasingly large mentally ill population inside and outside of the jail. The Public Defender's Office hopes to increase resources for identifying, managing and assisting this population. The addition of a social worker to the Public Defender's Office has begun this process. The social worker gives dedicated attention to clients who need assistance with jobs, housing and mental health needs. The County has also been selected to participate in Stepping Up, a National gathering in Washington D.C. in April 2016 to discuss systems-level plans to reduce the number of adults with mental

illnesses and co-occurring disorders in their jails. PDO will participate in the County delegation in Washington D.C. in April.

## Homelessness and High Users of County Resources

High users of County resources are beginning to get well-deserved attention related to interventions that may decrease their need to be hospitalized, incarcerated or processed through the court system. Homelessness, chronic alcoholism and associated

health risks all take an enormous toll on the entire County infrastructure. The Public Defender's Office is working to identify repeat offenders who are arrested and incarcerated for low level crimes, in order to work toward service provision with an aim toward stabilization and housing. Justice partners are already working on this in North County at the Palo Alto Review (PAR) calendar. Much of this work will be centralized through the Reentry Subcommittee on Jail Diversion and Behavioral Health.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Unclassified Positions for Prop 47 Activities	↑	Manage and complete work related to Prop 47	9.0	\$1,294,383	(\$243,659)
Add Supervising Investigator	↑	Increase supervision and coaching for Investigators	1.0	\$171,436	(\$22,989)
Add Mental Health Attorney	↑	Increase services for mentally ill clients	1.0	\$269,015	(\$38,689)
Add Office Specialist for New Case Management System	↑	Increase availability of electronic records for attorneys	1.0	\$88,146	(\$2,524)
Increase Supplemental Department Expense	●	Provide for increase in costs associated with defending cases	—	\$200,000	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Add Unclassified Positions for Prop 47 Activities

**Recommended Action:** Add 9.0 FTE term-limited positions for Prop 47 activities and allocate \$5,260 for services and supplies associated with those positions. The term-limited positions will become effective after the existing unclassified positions expire on September 11, 2016.

### Summary of Positions

Classification	FTE
Attorney IV/III/II/I	2.0
Sr. Paralegal	4.0
Legal Clerk	1.0
Office Specialist II	2.0
<b>Total</b>	<b>9.0</b>

**Service Impact:** The unclassified staff will allow the Public Defender's Office to manage and complete the Prop. 47 work.

The vast majority of the remaining cases are re-designations, which are petitions to reclassify older cases on a person's rap sheet. Because the Public Defender's Office has screened and filed petitions on the incarcerated clients and those on probation and parole, the number of court hearings has decreased sharply. The Department will be able to accomplish re-sentencing petitions in one court session per week instead of five.

**Background:** On November 4, 2014, the voters of California passed the Safe Neighborhoods and Schools Act (Proposition 47). Proposition 47 (Prop 47) represents an enormous shift in the way the justice

system addresses drug possession and minor theft related offenses, and has had a significant impact on the California criminal justice system.

The Proposition limits the time to apply for re-sentencing or re-designation to three years from the effective date of the Proposition, unless the petitioner can show good cause why relief was not sought within the three year time constraint.

#### Prior Funding Request Approval

The BOS previously approved a Request for Appropriation Modification increasing the budget in the Office of the Public Defender relating the addition of 10 unclassified positions, services and supplies needed to address the high volume and increase of cases and increased workload as a direct result of the passage of November 2014 election ballot initiative Proposition 47. The 10 unclassified positions are scheduled to expire on September 11, 2016. The Public Defender's Office has evaluated the current and future workload and has determined the Proposition 47 Project work can be completed with nine unclassified positions. The Department anticipates the project will require another 18 months to complete.

**Positions Added: 9.0 FTE**  
**Ongoing Cost: \$1,294,383**  
**One-time Cost: \$5,260**  
**One-time Savings: \$248,919**

Salary savings reflecting cost currently budgeted for unclassified positions continuing for part of FY 16-17

#### ↑ Add Supervising Investigator

**Recommended Action:** Add 1.0 FTE Supervising Investigator position in the Office of the Public Defender.

**Service Impact:** The addition of this supervisor will improve the span of control. Currently, the Chief Investigator and Supervising Investigator oversee a staff of 24 line employees, a Lead Investigator, and two clerical staff. The smaller span of control will allow each supervisor to have increased time devoted to monitoring and reviewing the work of the investigative staff, addressing training needs and performance issues, mentoring staff and developing the skill sets needed.

**Background:** Prior to 2005, the Investigation Unit included the Chief Investigator and two Supervising Investigators. Each supervisor was responsible for 12

investigators with the Chief providing oversight. In 2005, upon the retirement of one of the Supervising Investigators, the position was subsequently deleted in the following budget process.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$171,436**

**One-time Cost: \$5,000**

**One-time Savings: \$28,489**

Salary savings reflecting time for recruitment

#### ↑ Add Mental Health Attorney

**Recommended Action:** Add 1.0 FTE Attorney - Public Defender IV/III/II/I position to focus on Mental Health clients.

**Service Impact:** With the addition of one attorney, the Public Defender will have two attorneys focusing on mental health issues allowing the Department to effectively navigate recent legislative changes. This addition will also improve the Department's ability to meet the needs of the increasing population and will strengthen the bridge to other Justice partners.

Additionally, the Mental Health attorney will be overseeing the new Public Defender Social Worker to place individuals who are in jail waiting placement into programs.

**Background:** A number of changes has led to the need of an additional Mental Health Attorney, including:

- The County has seen an increase in the number of mentally ill defendants in the justice system.
- The court's calendaring system has been reorganized and there is no longer a centralized Mental Health ERC (Early Resolution Calendar), resulting in mental health related cases being heard in five departments, instead of one.
- Legislation has changed resulting in a requirement to send a Mental Health attorney to the state hospital for any hearing where our client is refusing to take prescribed medication.
- The court is now requiring that a Capacity hearing be conducted before a client is sent to the state hospital under PC 1368 to determine whether a client has the capacity to comply with a voluntary medication plan or will instead be forcefully medicated under court order, resulting in an increase in the number of these hearings.



- The Mentally Disordered Offender law (Not Guilty by Reason of Insanity law) has changed requiring personal waivers by the client resulting in transportation of the client, or travel by the attorney.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$269,015**  
**One-time Cost: \$6,000**  
**One-time Savings: \$44,689**  
 Salary savings reflecting time for recruitment

the mail room sorting and distributing all incoming mail (U.S. and pony mail), and they backup the messenger driver as needed.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$88,146**  
**One-time Cost: \$12,000**  
**One-time Savings: \$14,524**  
 Salary savings reflecting time for recruitment

**↑ Add Office Specialist for New Case Management System**

**Recommended Action:** Add 1.0 FTE Office Specialist III/II/I position.

**Service Impact:** This position will assist with scanning hard-copy documents to make them electronically available, and identifying and indexing all electronic discovery for loading into the Public Defender’s Office new case management system.

**Background:** The new case management system (CMS) is in the final stages prior to going live. Ideally, the new CMS will be a paperless system once it is fully implemented and operational.

Currently, the Office of the Public Defender has four Office Specialists dedicated to scanning the backlog of archived legal case files into the Integrated Document Management System. The scanners assist at the reception desk answering calls, in the record retention unit with office moves and warehouse projects, and in

**● Increase Supplemental Department Expense**

**Recommended Action:** Increase the services and supplies allocation for Special Department Expense \$200,000.

**Background:** The Public Defender is mandated to provide effective legal representation for indigent criminal clients. In providing this high quality representation the Department has seen an increase in the special department case expenses, particularly for Homicide and Felony cases. The cost of defending these cases, especially high profile cases or multiple defendant cases has increased over the past two fiscal years. These costs include but are not limited to consultation with experts, locating and interviewing witnesses, ordering records and travel expenses. During the past two fiscal years, the Department’s case expenditures have increased partly due to the complexity of cases referred to the department and partly due to the level of service in representing clients.

**Ongoing Cost: \$200,000**

**Public Defender— Budget Unit 204  
 Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3500	Public Defender Fund 0001	\$ 44,207,359	\$ 47,766,900	\$ 48,164,809	\$ 49,925,693	\$ 2,158,793	4.5%
3501	Alternate Public Defender Fund 0001	9,779,552	9,813,768	10,410,205	10,418,288	604,520	6.2%
3502	AB109 Realignment - F0001	692,679	670,580	573,877	574,252	(96,327)	-14.4%
<b>Total Net Expenditures</b>		<b>\$ 54,679,590</b>	<b>\$ 58,251,248</b>	<b>\$ 59,148,892</b>	<b>\$ 60,918,234</b>	<b>\$ 2,666,986</b>	<b>4.6%</b>



### Public Defender— Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3500	Public Defender Fund 0001	\$ 44,464,757	\$ 48,024,298	\$ 48,422,207	\$ 50,183,091	\$ 2,158,793	4.5%
3501	Alternate Public Defender Fund 0001	9,779,552	9,813,768	10,410,205	10,418,288	604,520	6.2%
3502	AB109 Realignment - F0001	692,679	670,580	573,877	574,252	(96,327)	-14.4%
<b>Total Gross Expenditures</b>		<b>\$ 54,936,988</b>	<b>\$ 58,508,646</b>	<b>\$ 59,406,290</b>	<b>\$ 61,175,632</b>	<b>\$ 2,666,986</b>	<b>4.6%</b>

### Public Defender— Budget Unit 204 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 49,340,671	\$ 53,395,059	\$ 53,753,281	\$ 55,239,036	\$ 1,843,977	3.5%
Services And Supplies	5,582,347	5,113,587	5,653,009	5,931,596	818,009	16.0%
Fixed Assets	13,969	—	—	5,000	5,000	n/a
<b>Total Gross Expenditures</b>	<b>\$ 54,936,988</b>	<b>\$ 58,508,646</b>	<b>\$ 59,406,290</b>	<b>\$ 61,175,632</b>	<b>\$ 2,666,986</b>	<b>4.6%</b>
Expenditure Transfers	(257,398)	(257,398)	(257,398)	(257,398)	—	—
<b>Total Net Expenditures</b>	<b>\$ 54,679,590</b>	<b>\$ 58,251,248</b>	<b>\$ 59,148,892</b>	<b>\$ 60,918,234</b>	<b>\$ 2,666,986</b>	<b>4.6%</b>

### Public Defender— Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3500	Public Defender Fund 0001	\$ 183,388	\$ 220,000	\$ 122,000	\$ 122,000	\$ (98,000)	-44.5%
3501	Alternate Public Defender Fund 0001	(200)	—	—	—	—	—
3502	AB109 Realignment - F0001	756,457	1,108,914	1,123,335	1,123,335	14,421	1.3%
<b>Total Revenues</b>		<b>\$ 939,644</b>	<b>\$ 1,328,914</b>	<b>\$ 1,245,335</b>	<b>\$ 1,245,335</b>	<b>\$ (83,579)</b>	<b>-6.3%</b>

### Public Defender— Budget Unit 204 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 183,188	\$ 220,000	\$ 122,000	\$ 122,000	\$ (98,000)	-44.5%
Other Financing Sources	756,457	1,108,914	1,123,335	1,123,335	14,421	1.3%
<b>Total Revenues</b>	<b>\$ 939,644</b>	<b>\$ 1,328,914</b>	<b>\$ 1,245,335</b>	<b>\$ 1,245,335</b>	<b>\$ (83,579)</b>	<b>-6.3%</b>



**Public Defender Fund 0001 — Cost Center 3500**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	214.0	\$ 47,766,900	\$ 220,000
Board Approved Adjustments During FY 2016	—	(865,533)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	928,442	—
IntraCounty Adjustments	—	381,049	—
Other Adjustments	—	(46,049)	(98,000)
<b>Subtotal (Current Level Budget)</b>	<b>214.0</b>	<b>\$ 48,164,809</b>	<b>\$ 122,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 44,489	\$ —
Decision Packages			
Add Term-limited Positions for Prop 47 Activities	9.0	1,052,500	—
Add Supervising Investigator	1.0	147,947	—
Add Mental Health Attorney	1.0	230,326	—
Add Office Specialist for New Case Management System	1.0	85,622	—
Increase Supplemental Department Expense	—	200,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>12.0</b>	<b>\$ 1,760,884</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>226.0</b>	<b>\$ 49,925,693</b>	<b>\$ 122,000</b>

**Alternate Public Defender Fund 0001 — Cost Center 3501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	41.0	\$ 9,813,768	\$ —
Board Approved Adjustments During FY 2016	—	25,859	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	511,071	—
IntraCounty Adjustments	—	63,547	—
Other Adjustments	—	(4,040)	—
<b>Subtotal (Current Level Budget)</b>	<b>42.0</b>	<b>\$ 10,410,205</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 8,083	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 8,083</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>42.0</b>	<b>\$ 10,418,288</b>	<b>\$ —</b>

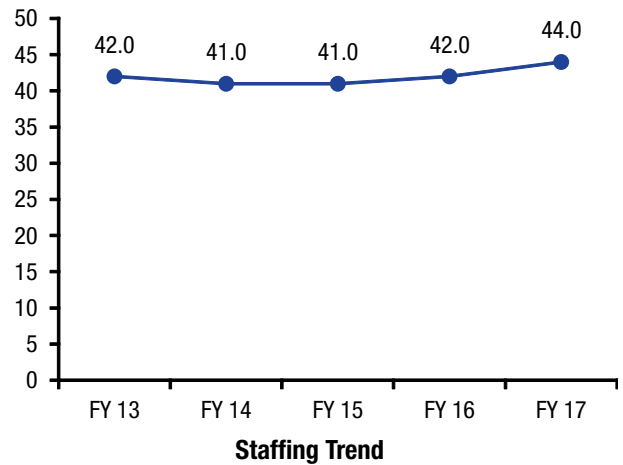
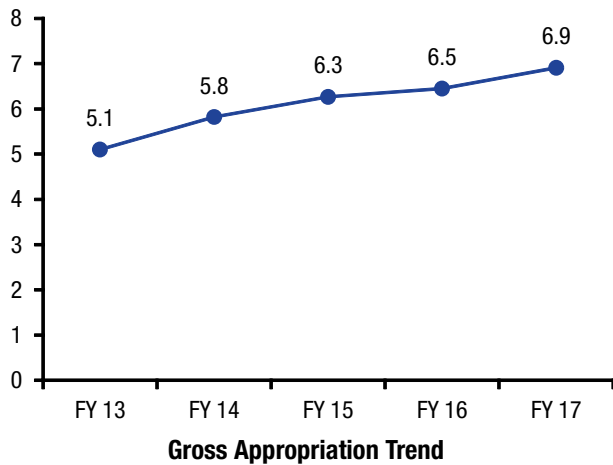
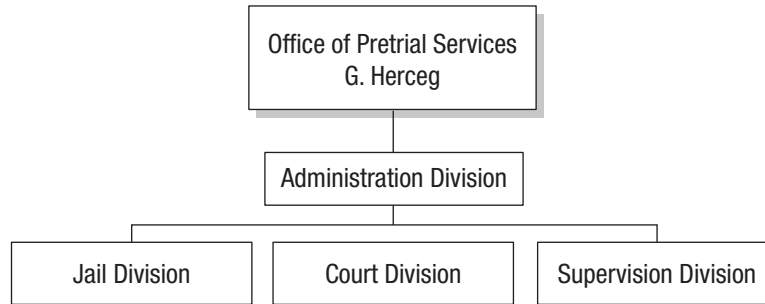


**AB109 Realignment - F0001 — Cost Center 3502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	4.0	\$ 670,580	\$ 1,108,914
Board Approved Adjustments During FY 2016	—	(4,500)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(94,028)	—
IntraCounty Adjustments	—	1,826	14,421
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 573,877</b>	<b>\$ 1,123,335</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 375	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 375</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 574,252</b>	<b>\$ 1,123,335</b>



# Office of Pretrial Services





## Public Purpose

- **Public Safety**
- **Social & Financial Benefits to the Community**
- **Equitable Treatment of the Accused**



## Description of Major Services

The Office of Pretrial 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 Correction, other law and justice agencies, criminal defendants, and their families. Pretrial Services is a small organization with a wide scope of responsibilities, including 24-hour, 7-day-a-week service.

Pretrial Services has three major divisions:

**Jail Unit:** The Jail Unit interviews felony arrestees to determine eligibility for own recognizance release consideration. This unit also performs tasks which

facilitate determination by the Court of whether there is probable cause for arrest and detention. In addition, this unit advises the Court in probable cause determinations for misdemeanor cases and processing of arrest warrants.

**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 Department.

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 Department 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. The Department also provides drug testing services for defendants participating in the Proposition 36 Treatment Program.

For the past several years, the Department 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.

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## 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. The impact the State budget will have on the Court's ability to continue to fund this MOU is unknown at this time. 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, the Department may be required to delete up to four FTE's; two Pretrial Service Officers and two Justice System Clerks. 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. The agreement has always been year-to-year 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 15-16 was \$480,364 and will be approximately \$503,788 for FY 16-17.

### San Francisco Lawsuit

In late 2015, Equal Justice Under the Law filed a class action lawsuit in San Francisco County alleging that detaining people in jail based on money bond is unconstitutional per the 14th Amendment of the U.S. Constitution. Equal Justice Under the Law has been

very successful with these types of lawsuits in other jurisdictions across the United States. If successful in San Francisco County, the lawsuit has the potential to reduce or eliminate the use of money bail in California. Any reduction or elimination of money bail in California could drastically increase the use of pretrial supervision during the adjudication stage of the criminal justice process.

### Pretrial Diversion

Currently the Department is involved with several different stakeholder groups in the county looking at expanding diversion opportunities for criminal defendants. Several of these expansion options include the Office of Pretrial Services providing case management services to diversion defendants. The Department may need to additional resources to provide case management services if these efforts come to fruition.

### Learning Organization - Just Culture

After training all department staff in Just Culture during FY 14-15, the Department took the approach of sustainability in FY 15-16. One effort undertaken was to incorporate Just Culture training, updates and real life

examples in monthly operational unit meetings. The Department Just Culture Champion, Director, and Unit Supervisors often lead these 10-minute flash trainings.

Also during FY 15-16, the Department instituted Just Culture situational type questions into its hiring and promotional interviews. Also, all new Department staff were required to complete a one-on-one, hour-long orientation and training with the Department Champion. During FY 15-16 six such orientations and

trainings took place with newly hired staff. The Just Culture Initiative was also incorporated in the Department's Policy and Procedures Manual.

During FY 15-16 the Department was also involved in the Just Culture Initiative on the County level. In November 2015, the Director presented on the Department's Just Culture efforts as part of a panel at the Just Culture Train-the-Trainer Reunion. And, the department Champion has had ongoing involvement in the on line Just Culture discussion group.

Finally, in early 2016 the Department received positive feedback from employees as part of the second organizational assessment survey.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment staff in the Supervision Unit	↑	Reduction in caseload resulting in more attention to clients	2.0	\$251,732	(\$28,455)
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

### ↑ Augment staff in the Court and Supervision Units

**Recommended Action:** Add 1.0 FTE Pretrial Services Officer II/I position and 1.0 FTE Supervising Pretrial Services Officer position in the Supervision Unit.

**Service Impact:** The additional positions will reduce caseloads for the officers and improve the span of control for the supervisor. The Supervision Unit will be divided into two separate operational units, one for intensive cases such as GPS, alcohol monitoring and drug testing, and the other for more general supervision cases.

**Background:** The Department has experienced a 10% increase in the supervision population during the last year, causing caseloads to remain higher than the recommended average of 40 per officer.

Due to the growth of the supervision population since 2010, the Department has moved positions from within and also added new positions to the Supervision Unit to reduce caseload sizes. This has caused the Supervision

Unit to grow to nearly double the size of the other two operational units, leaving the current supervisor of the Supervision Unit with nearly double the amount of staff to supervise.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$251,732**  
**One-time Cost: \$13,000**  
**One-time Savings: \$41,455**  
 Salary savings reflecting time for recruitment



**Office of Pretrial Services— Budget Unit 210**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,013,124	\$ 4,877,776	\$ 5,715,459	\$ 5,950,277	\$ 1,072,501	22.0%
3591	PTS AB109 Project - Fund 0001	603,394	1,298,688	681,924	681,924	(616,764)	-47.5%
<b>Total Net Expenditures</b>		<b>\$ 5,616,518</b>	<b>\$ 6,176,464</b>	<b>\$ 6,397,383</b>	<b>\$ 6,632,201</b>	<b>\$ 455,737</b>	<b>7.4%</b>

**Office of Pretrial Services— Budget Unit 210**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,242,739	\$ 5,155,029	\$ 5,992,712	\$ 6,227,530	\$ 1,072,501	20.8%
3591	PTS AB109 Project - Fund 0001	603,394	1,298,688	681,924	681,924	(616,764)	-47.5%
<b>Total Gross Expenditures</b>		<b>\$ 5,846,133</b>	<b>\$ 6,453,717</b>	<b>\$ 6,674,636</b>	<b>\$ 6,909,454</b>	<b>\$ 455,737</b>	<b>7.1%</b>

**Office of Pretrial Services— Budget Unit 210**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 5,193,040	\$ 5,492,647	\$ 5,690,814	\$ 5,898,091	\$ 405,444	7.4%
Services And Supplies	653,093	961,070	983,822	1,011,363	50,293	5.2%
<b>Total Gross Expenditures</b>	<b>\$ 5,846,133</b>	<b>\$ 6,453,717</b>	<b>\$ 6,674,636</b>	<b>\$ 6,909,454</b>	<b>\$ 455,737</b>	<b>7.1%</b>
Expenditure Transfers	(229,615)	(277,253)	(277,253)	(277,253)	—	—
<b>Total Net Expenditures</b>	<b>\$ 5,616,518</b>	<b>\$ 6,176,464</b>	<b>\$ 6,397,383</b>	<b>\$ 6,632,201</b>	<b>\$ 455,737</b>	<b>7.4%</b>

**Office of Pretrial Services— Budget Unit 210**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 528,070	\$ 575,000	\$ 575,000	\$ 575,000	—	—
3591	PTS AB109 Project - Fund 0001	577,943	745,771	751,562	751,562	5,791	0.8%
<b>Total Revenues</b>		<b>\$ 1,106,013</b>	<b>\$ 1,320,771</b>	<b>\$ 1,326,562</b>	<b>\$ 1,326,562</b>	<b>\$ 5,791</b>	<b>0.4%</b>



## Office of Pretrial Services— Budget Unit 210 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 509,134	\$ 562,000	\$ 562,000	\$ 562,000	—	—
Other Financing Sources	596,880	758,771	764,562	764,562	5,791	0.8%
<b>Total Revenues</b>	<b>\$ 1,106,013</b>	<b>\$ 1,320,771</b>	<b>\$ 1,326,562</b>	<b>\$ 1,326,562</b>	<b>\$ 5,791</b>	<b>0.4%</b>

## Office Of Pretrial Svcs Fund 0001 — Cost Center 3590 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	37.0	\$ 4,877,776	\$ 575,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	818,616	—
IntraCounty Adjustments	—	26,752	—
Other Adjustments	—	(7,685)	—
<b>Subtotal (Current Level Budget)</b>	<b>42.0</b>	<b>\$ 5,715,459</b>	<b>\$ 575,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 11,541	\$ —
Decision Packages			
Augment staff in the Supervision Unit	2.0	223,277	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 234,818</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>44.0</b>	<b>\$ 5,950,277</b>	<b>\$ 575,000</b>

## PTS AB109 Project - Fund 0001 — Cost Center 3591 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 1,298,688	\$ 745,771
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	(616,764)	—
IntraCounty Adjustments	—	—	5,791
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 681,924</b>	<b>\$ 751,562</b>



**PTS AB109 Project - Fund 0001 — Cost Center 3591**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>681,924 \$</b>	<b>751,562</b>



# 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

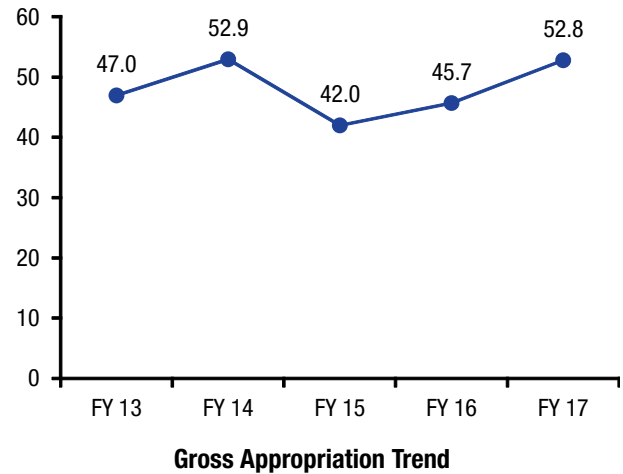
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- An amount based on, though not equivalent to, the County's contribution to trial court operations in FY 94-95, (\$28,726,780); and
- An amount equivalent to the fines and forfeitures revenue remitted to the state in FY 94-95 (\$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 03-04, requiring the County to remit an additional \$1,612,246 to the state for FY 03-04 and FY 04-05. 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 09-10 this revenue sweep was fully mitigated and no further reductions to the MOE are anticipated.

The total FY 16-17 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 \$325,916 for FY 16-17.

An additional \$2.4 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 FY 16-17, the Administration is estimating that collections will total \$205,000,000, which is the same amount as initially estimated for FY 15-16. Actual revenues for FY 15-16 are currently projected to fall below the anticipated amount due, because the growth slowed in FY 15-16. The Administration expects growth in actual revenue from FY 15-16 to FY 16-17, but not enough to warrant a budget estimate increase.

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-Treasurer Office has done a preliminary estimate of the MOE for FY 15-16 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 16-17, the County expects to receive \$47.3 million. The ongoing cost for the program in FY 16-17 is \$46.7 million with an additional one-time allocation of \$10.4 million, including a reserve of \$4.6 million. The one-time allocations are primarily funded from the AB 109 trust fund balance.

Recommended adjustments to the AB 109 budget are discussed in detail with each impacted Department's recommendations.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Public Safety Realignment (AB 109) Adult Reentry Services and Diversion Program Contracts	↑	Continuation of services for education, employment, family unification, and health and well-being services for re-entry adults	—	\$3,000,000	\$1,500,000
Public Safety Realignment (AB 109) Increase Reserve	●	Reserve for future cost increases and housing projects	—	—	\$5,908,945
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

### ↑ Public Safety Realignment (AB 109) Adult Reentry Services and Diversion Program Contracts

**Recommended Action:** Allocate one-time appropriations of \$1,500,000 for the new service agreements in FY 16-17 and allocate ongoing appropriations of \$3,000,000 for ongoing operations of jail diversion programs for mentally ill reentry clients.

**Service Impact:** This allocation will be used to fund contracts for services to Adults who are re-entering the community after incarceration, and to divert mentally ill clients from incarceration. The \$1.5 million allocation will be used to fund contracts with Community Based Organizations for services focusing on education, employment, family unification, and health and well-being services for adults who have a high risk of recidivism. The \$3 million allocation will fund contracts for diversion programs focusing on diverting low-level nonviolent offenders with mental illness and/or



substance abuse away from jails toward more appropriate community-based mental health treatment.

**Background:** In 2013, 2014, and 2016, the County Executive's Office of Reentry Services (ORS) released Request-For-Proposals (RFP) and awarded contracts to multiple Community Based Organizations focusing on education, employment, family reunification, and health and well-being services for custodial and non-custodial adults that are high-risk of recidivism.

Diverting low-level nonviolent offenders with mental illness and/or substance abuse away from jails toward more appropriate community-based mental health treatment enhances public safety by addressing repeat offenders, provides judges and prosecutors with alternatives to incarceration and reduces cost of providing inappropriate mental health services or no services at all.

The County has engaged in many activities to help reduce the number of people with mental health issues in the jails and operates a variety of supportive housing programs (both permanent and temporary) which target mentally ill and/or substance dependent persons. The County's Adult Reentry network offers a variety of reentry services to the same populations, such as inpatient/outpatient, psychiatric, counseling, and case management services.

With the creation of the Jail Diversion and Behavioral Health Subcommittee of the Re-Entry Network and the County's current participation in the national Stepping Up Initiative (initiative to help advance counties' efforts

to reduce the number of adults with mental and co-occurring substance use disorders in jails), key stakeholders are ready to explore and identify jail diversion programs. Setting aside \$3,000,000 in AB 109 funding is an initial investment towards this effort and will provide funding to support recommendations from the Jail Diversion and Behavioral Health Subcommittee of the Re-Entry Network and lessons learned from the Stepping Up Initiative.

**Ongoing Cost: \$3,000,000**  
**One-time Cost: \$1,500,000**

### ● Public Safety Realignment (AB109) Increase Reserve

**Recommended Action:** Establish Reserve for Public Safety Realignment Program (AB 109) in the amount of \$5,908,945. The reserve consists of \$1,500,000 for future housing programs and an amount approximately equal to 10% of the ongoing AB 109 allocation.

**Background:** In FY 16-17, the anticipated revenue from the State is expected to be \$47.3 million. of which \$46.7 is recommended for current and recommended staffing needs and services and supplies. Placing 10% of the cost of operations in a reserve to be used for future unanticipated needs or future deficits in the AB 109 program is prudent. The AB 109 FY 15-16 Fund Balance is projected at \$10.4 million.

**One-time Net Cost: \$0**  
One-time Cost: \$5,908,945  
One-time Revenue: \$5,908,945  
Revenue from AB 109 trust fund

## Criminal Justice Support— Budget Unit 217 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 44,573,026	\$ 47,014,350	\$ 42,388,998	\$ 52,797,943	\$ 5,783,593	12.3%
<b>Total Net Expenditures</b>		<b>\$ 44,573,026</b>	<b>\$ 47,014,350</b>	<b>\$ 42,388,998</b>	<b>\$ 52,797,943</b>	<b>\$ 5,783,593</b>	<b>12.3%</b>



### Criminal Justice Support— Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 44,573,026	\$ 47,014,350	\$ 42,388,998	\$ 52,797,943	\$ 5,783,593	12.3%
<b>Total Gross Expenditures</b>		<b>\$ 44,573,026</b>	<b>\$ 47,014,350</b>	<b>\$ 42,388,998</b>	<b>\$ 52,797,943</b>	<b>\$ 5,783,593</b>	<b>12.3%</b>

### Criminal Justice Support— Budget Unit 217 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 44,378,587	\$ 43,531,253	\$ 42,388,998	\$ 46,888,998	\$ 3,357,745	7.7%
Operating/Equity Transfers	194,438	—	—	—	—	—
Reserves	—	3,483,097	—	5,908,945	2,425,848	69.6%
<b>Total Net Expenditures</b>	<b>\$ 44,573,026</b>	<b>\$ 47,014,350</b>	<b>\$ 42,388,998</b>	<b>\$ 52,797,943</b>	<b>\$ 5,783,593</b>	<b>12.3%</b>

### Criminal Justice Support— Budget Unit 217 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 208,870,638	\$ 223,056,243	\$ 217,612,146	\$ 228,021,091	\$ 4,964,848	2.2%
<b>Total Revenues</b>		<b>\$ 208,870,638</b>	<b>\$ 223,056,243</b>	<b>\$ 217,612,146</b>	<b>\$ 228,021,091</b>	<b>\$ 4,964,848</b>	<b>2.2%</b>

### Criminal Justice Support— Budget Unit 217 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Fines, Forfeitures, Penalties	\$ 9,017,182	\$ 8,615,100	\$ 8,544,100	\$ 8,544,100	(71,000)	-0.8%
Charges For Services	1,142,757	1,457,898	902,898	902,898	(555,000)	-38.1%
Aid From Government Agencies - State	193,916,510	205,000,000	205,000,000	205,000,000	—	—
Other Financing Sources	4,794,189	7,983,245	3,165,148	13,574,093	5,590,848	70.0%
<b>Total Revenues</b>	<b>\$ 208,870,638</b>	<b>\$ 223,056,243</b>	<b>\$ 217,612,146</b>	<b>\$ 228,021,091</b>	<b>\$ 4,964,848</b>	<b>2.2%</b>

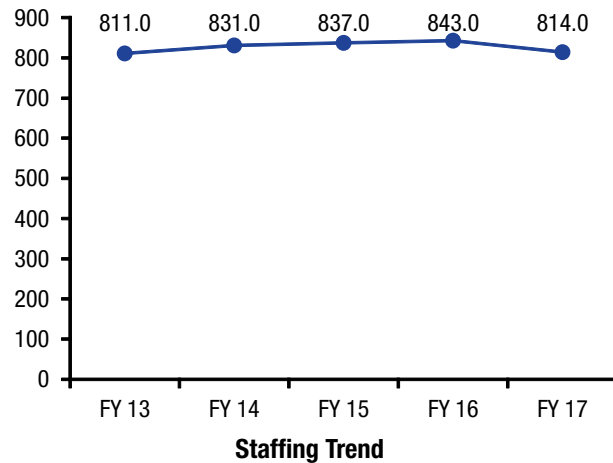
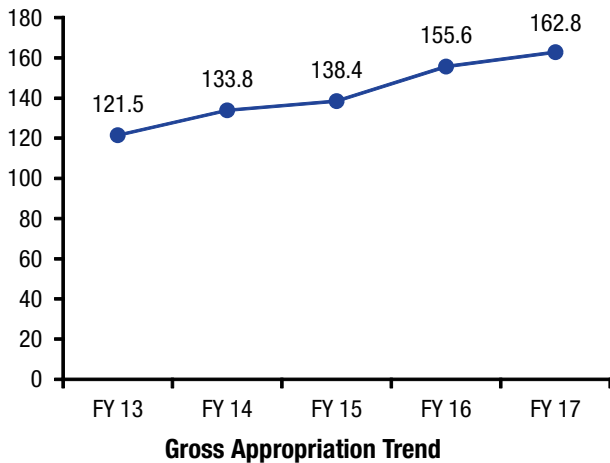
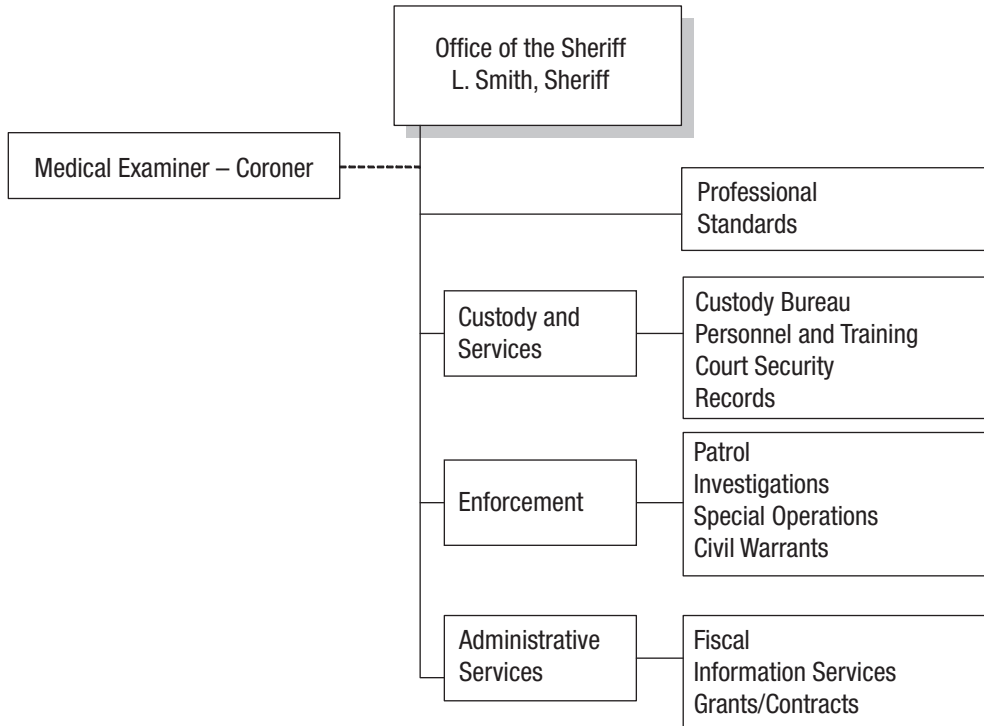


**Courts & Conflicts Spt Fund 0001 — Cost Center 3217**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 47,014,350	\$ 223,056,243
Board Approved Adjustments During FY 2016	—	6,318	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	56,084	(1,335,000)
Other Adjustments	—	(4,687,754)	(4,109,097)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 42,388,998</b>	<b>\$ 217,612,146</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ 10,408,945
Decision Packages			
Public Safety Realign (AB109) Reentry and Diversion Contract	—	4,500,000	—
Public Safety Realignment (AB109) Increase Reserve	—	5,908,945	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 10,408,945</b>	<b>\$ 10,408,945</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 52,797,943</b>	<b>\$ 228,021,091</b>



# Office of the Sheriff



In addition to the 814 positions above, the Sheriff has assigned an additional 803 jail detention services personnel to work at the Department of Correction.

Although six positions are being added to the Office of the Sheriff to reflect increased service needs, the FY 16-17 Recommended Budget deletes 33 chronically vacant positions.



## Public Purpose

### ➔ Public Safety



## Description of Major Services

The Office of the Sheriff is responsible for enforcing the law in the unincorporated areas of Santa Clara County, and serves as the municipal police department in three contract cities: Cupertino, Los Altos Hills, and Saratoga. Contractual law enforcement services are also provided to:

- County Parks and Recreation Department
- Superior Court system
- Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- County Counsel.

As part of an administrative restructuring of the Department of Correction (DOC), the Sheriff is the appointing authority for the badge positions, Custody Support Assistant positions, and non-badge administrative staff, such as fiscal and information technology. The Chief of Correction is the appointing authority for specified non-badge operational staff in Food Services, Administrative Booking, Inmate Laundry, and Warehouse.

The Sheriff's Office is also responsible for the administrative management of the Medical Examiner - Coroner's Office.

The Sheriff is responsible for the execution of civil court orders issued within the County and the service of bench warrants. The Sheriff works in cooperation with other agencies to coordinate specialized Countywide law enforcement task forces, such as investigation of high-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 (JMS), regional information sharing (Coplink), and Cal ID systems. This division is also comprised of Human Resources/Personnel, Background/Recruiting, Training and Video, Regional Training Facility, and Health and Injury Prevention. The Santa Clara County Justice Training Center is also managed by this division.

### **Administrative Booking and Records Services**

The Administrative Booking and Records Services unit manages all criminal history and warrant files, and performs applicant fingerprinting for employment. The Administrative Booking unit maintains individual inmate records, which include intake information, personal property receipts, commitment papers, court orders, reports of disciplinary actions, medical orders and non-medical information regarding disabilities and other limitations. Also, the Santa Clara County Cal ID Program is responsible for providing accurate, timely, and complete fingerprint identification services to law enforcement agencies.

### **Civil and Warrants Services**

The Civil and Warrants Division serves all felony warrants and certain misdemeanor warrants within the County, as well as, extradites fugitives from outside the State. The division also provides dignitary protection when requested by the United States Secret Service. The Civil unit is responsible for executing levies (seizures of property) and serving civil bench warrants, as well as, service and execution of all civil processes and notices given to the Sheriff by the Court and the public.

### **Headquarters Patrol**

Patrol services are provided for an area of approximately 600 square miles in the unincorporated districts, including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton and San Antonio Valleys, and South Santa Clara County, including San Martin, unincorporated Morgan Hill, and unincorporated Gilroy. The Parks Safety Unit operates within this division, providing contract law enforcement services to the Santa Clara County Parks and Recreation Department. Patrol Services operates several specialized units, including the Rural Crimes Unit and the Field Training Office.

### **Court Services**

This division provides security services to 11 facilities and 95 departments through a contract with the Superior Court of Santa Clara County. The division is responsible for the operation of ten security screening stations and five prisoner holding cell sites. Risk assessments are performed for all prisoner threat cases going to court each morning and afternoon.

### **Investigative Services**

This division investigates alleged violations of Federal, State, and County laws and ordinances, as well as criminal issues concerning the County's Department of Correction. This unit investigates criminal activity and apprehends suspects, enabling prosecution of criminals and recovery of property losses. The Crime Scene Investigation and Court Liaison units operate within this division, as well as specialized units such as the Regional Auto Theft Task Force (RATTF), the Domestic Violence Unit, the Sexual Assault Felony Enforcement (SAFE) team, and the Rapid Enforcement Allied Computer Team (REACT).

### **Transit Patrol**

The Santa Clara Valley Transportation Authority (VTA) contracts with the Sheriff's Office for general law enforcement services. Patrol deputies currently handle more than 1,100 dispatched events per month for the VTA. The division includes a two-deputy plain-clothes Route Stabilization Team to reduce crimes and disruptive behavior committed aboard buses and light rail vehicles. Sheriff's staff assigned to VTA also participates in the County's efforts to assist the homeless and those in need of mental health services. The Transit Patrol Division also includes a downtown San Jose Transit Mall Crime Suppression Unit, which consists of two deputies to supplement local police by providing a uniformed presence to improve the safety and security of the VTA ridership around the Downtown Transit Mall, including the midnight shift.

### **West Valley Patrol**

Law enforcement services are provided for the mountain areas that border Santa Cruz and San Mateo Counties, as well as unincorporated areas west of Highway 17. In addition, the Division provides law enforcement services to the communities of Aldercroft Heights, Chemeketa Park, Redwood Estates, Holy City, Loma Prieta, and the military housing area located at Moffett Field. Law enforcement services are provided on a contractual basis to the cities of Cupertino, Saratoga, and Los Altos Hills. The West Valley Patrol division also provides traffic enforcement services, traffic investigators, and school resource officers for all areas served.

## Special Operations

The Sheriff's Office takes pride in being able to provide the necessary resources throughout the county to address public safety needs. In order to accomplish this, there are various specialized response teams, such as the Bomb Squad, Hostage Negotiation Team, Tactical Sheriff's Emergency Response Team (SERT), Underwater Search Dive Team, Crowd Control Unit, Off-Road Motorcycle Team, and the Air Support Unit, which all reside within the Special Operations Division. In addition to these highly specialized teams, this division is also the home of the Multi-Jurisdictional Methamphetamine Enforcement Team, Marijuana Eradication Team, Northern California Regional Intelligence Center Liaison Detective, Vice and Intelligence Unit, County Multi-Discipline Task Force, and the County Mutual Aid Coordinator. The vast level of expertise and experience within this division not only supplements the daily operations of several other

divisions within the Sheriff's Office, but also works in collaboration with multiple first responder agencies throughout Santa Clara County. Since the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, this division is responsible for providing coordination to, and working with, all law enforcement agencies in the County, especially in the area of homeland security.

## Citizen Volunteers and Reserve Deputy Sheriff Unit

This division supports the Sheriff's sworn personnel by supplying Reserve Deputy Sheriff positions and non-sworn volunteers and youth cadets, who together provide approximately 13,100 hours yearly to the community. Except for the coordinator, volunteers provide all services to the County at no cost.

## Current and Emerging Issues

### Training for Implicit Bias and Crisis Intervention Team

The Office of the Sheriff has increased training on implicit bias. Selected staff have completed the train-the-trainer course on Fair and Impartial Policing, known as Implicit Biased training, and the Department is working to secure Peace Officer Standards and Training (POST) certification for the course. The course will include classroom instruction and a scenario-based curriculum.

The Sheriff's Office, in collaboration with the County's Behavioral Health Services Department, has been providing Crisis Intervention Training to deputies and peace officers throughout Northern California for approximately ten years. In the past, the 40-hour intensive format training course was provided two times per year, and the Sheriff's Office has increased it to approximately four times per year. It gives peace officers, dispatchers, and other public safety personnel the skills and knowledge to recognize individuals with mental illness. There is also a focus on identifying potential disorders, in order to minimize escalations in contacts with the mentally ill. The program is now being offered as part of the standard Basic Academy and Correctional Academy curriculum at the Santa Clara County Justice Training Center. Every new basic peace

officer recruit and correctional peace officer recruit who attends this training center will graduate with the additional knowledge and expertise generated by this CIT program.

### Recruitment and Retention

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. As of May 2016, the number of Deputy vacancies is approximately 80, and vacancies are an ongoing challenge for the Department. With an aging workforce, the Department is anticipating many retirements in the next few years. The Office of the Sheriff continues to develop new and innovative methods to recruit top applicants, and is targeting significant resources at recruiting and backgrounding many applicants. The Administration is supportive of the Sheriff's additional enforcement academies that are being held to fill vacancies within the Department, and will address the issue during FY 16-17 if additional funds for academies are necessary.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Increase Critical Training	↑	This funding will allow the County to provide more critical training opportunities.	—	—	\$244,000
Increase Resources for Internal Affairs Investigations	↑	This position will allow the Internal Affairs unit to better address an increased workload.	1.0	\$132,634	(\$22,106)
Enhance Savings Related to the New Family Justice Center	●	This action will eliminate positions that are no longer necessary due to courthouse consolidation.	(8.0)	—	—
Augment Funding for Microfilm Conversion	↑	This funding will increase staff efficiency by reducing document search and retrieval time.	—	—	\$40,000
Augment Funding for Countywide Security Assessment	↑	This funding will provide a comprehensive security assessment with recommendations on improvements.	—	—	\$50,000
Augment Staff for Body Worn Camera Operations	↑	This position will help the County to implement body worn cameras and coordinate the program.	1.0	\$214,907	(\$35,818)
Increase Staff for Traffic Enforcement in Cupertino	↑	This position will respond to increased service needs in Cupertino.	1.0	—	—
Enhance Information Technology Resources for Critical Projects	↑	These positions will allow the Department to better implement many new critical information technology projects.	3.0	\$456,419	(\$76,000)
Delete Vacant Captain Position	●	This action deletes a vacant position due to loss of funding.	(1.0)	(\$289,338)	—
Delete Chronically Vacant Positions	●	This action deletes chronically vacant positions.	(24.0)	(\$117,113)	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Increase Critical Training

**Recommended Action:** Allocate one-time funding in the amount of \$244,000 for overtime to support staff attendance at training for Implicit Bias Training and Crisis Intervention Team (CIT).

**Service Impact:** In January 2016, the Board's Finance and Government Operations Committee (FGOC) and Public Safety and Justice Committee (PSJC) both received reports providing information on Implicit Bias training and Crisis Intervention Team (CIT) training. Their interest was to provide training to as many

Sheriff's Office staff as possible on an expedited timeline. Generally, staff needs to be backfilled with other staff on overtime whenever they attend training. Based on the training scheduled for FY 16-17, this will provide \$133,000 in overtime funding for CIT training, and \$111,000 for Implicit Bias training in FY 16-17. This training is also being funded for the Department of Correction.

**One-time Cost: \$244,000**





## ↑ Increase Resources for Internal Affairs Investigations

**Recommended Action:** Add 1.0 FTE Management Analyst/Associate Management Analyst B/A position for Internal Affairs.

**Service Impact:** For the last several months, the Internal Affairs (IA) unit has been tasked with reviewing every use of force report, regardless if a complaint was made. In addition, the number of IA complaints has increased, and staff is struggling to complete the investigations during the one-year limit set by statute.

Adding this position will allow the Department to more effectively address current and ongoing investigations of claims and complaints of excessive force, harassment, discrimination, conduct unbecoming, and criminal conduct made at the request of civilians, inmates, and/or administration. The IA unit does not have support staff to track and monitor caseloads and timetables for the large caseloads and investigations. With the increase in caseloads, the Internal Affairs staff has been doing all of their own tracking, analysis, and reporting. Additionally, given the implementation of IAPro, there will be a much more robust system of management reporting and an early warning system to identify specific problematic trends with use of force, and this position will help support that work.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$132,634**  
**One-time Savings: \$22,106**

Salary savings reflecting time for recruitment

## ● Enhance Savings Related to the New Family Justice Center

**Recommended Action:** Delete 7.0 FTE Deputy Sheriff and 1.0 FTE Sheriff's Technician positions due to the consolidation of several courthouses into the new Family Court building.

**Service Impact:** The new Family Court is due to open in July 2016. Part of the plan for the new building is the closure of four courthouses: Terraine, Park Center, Notre Dame, and Sunnyvale. Some of the Sheriff's Office positions will be relocated to the new building, and will be responsible for courtroom security, screening stations, holding cells, perimeter security, inmate movement, and internal building patrols. This

consolidation of services into one building means that fewer positions are needed to staff the new courthouse, mostly due to the reduction in the number of screening stations.

In preparation for the new construction, staff from the Superior Court, State Administrative Office of the Court, and the Sheriff's Office met to review security and staffing needs. A report from 2009 summarizes the actions needed to implement security in the building, and a result of that review was the ability to delete eight positions due to the consolidation.

**Positions Deleted: 8.0 FTE**  
**Ongoing Net Savings: \$0**  
**Ongoing Savings: \$1,233,758**

This action allows for a reduced transfer in of \$1,233,758 to the General Fund from the Court Security Trust Fund.

## ↑ Augment Funding for Microfilm Conversion

**Recommended Action:** Add one-time funding in the amount of \$40,000 for microfilm conversion in the Records Unit.

**Service Impact:** Police reports for Sheriff's Office cases from 1941 through 1998 are stored on microfilm. There are approximately 1,200 rolls of microfilm. Much of this film is old and brittle, and is reaching the end of its useful life. Conversion of microfilm to a digital format will increase staff efficiency and productivity by drastically reducing document search and retrieval time. The documents will be available on the network and thus accessible from all of the existing workstations.

**One-time Cost: \$40,000**

## ↑ Augment Funding for Countywide Security Assessment

**Recommended Action:** Add one-time funding in the amount of \$50,000 for overtime to conduct a Countywide security assessment.

**Service Impact:** During the spring of 2016, the Sheriff's Office was asked to perform a preliminary security assessment of numerous County office locations, where the departments had expressed security-related concerns. Sheriff's Office staff met with appropriate management at each facility to understand their

operations and concerns. This action will allow the Sheriff's Office to begin a comprehensive assessment of all County buildings and provide recommendations as to potential improvements.

**One-time Cost: \$50,000**

### ↑ Augment Staff for Body Worn Camera Operations

**Recommended Action:** Add 1.0 FTE Sheriff's Sergeant position to support the ongoing operations of body worn cameras for the Department of Correction and the Sheriff's Office.

**Service Impact:** This position will begin with the roll-out of body cameras. This position will be responsible for developing training curriculum, training current custody and enforcement deputies, systematically tracking and responding to the many records requests, coordinating policy compliance review meetings, and assisting with internal affairs investigations of complaints. Adding this position is consistent with other law enforcement agencies adding sworn staff to successfully coordinate their body worn camera program.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$214,907**

**One-time Savings: \$35,818**

Salary savings reflecting time for recruitment

### ↑ Increase Staff for Traffic Enforcement in Cupertino

**Recommended Action:** Add 1.0 FTE Deputy Sheriff position and revenue in the amount of \$188,348 for a motorcycle officer assigned to the city of Cupertino.

**Service Impact:** The Sheriff's Office provides contract law enforcement services to the cities of Saratoga, Los Altos Hills, and Cupertino. Cupertino has requested an additional motorcycle deputy for traffic enforcement. This request is in anticipation of the new Apple campus scheduled to open in January 2017, where there will be an increased need for traffic enforcement.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost: \$188,348

Ongoing Revenue: \$188,348

### ↑ Enhance Information Technology Resources for Critical Projects

**Recommended Action:** Add 1.0 FTE Information Systems Manager II position, 1.0 FTE Information Systems Analyst II/I position, and 1.0 FTE Information Systems Technician III/II position to support critical and time-sensitive projects.

**Service Impact:** The Department is facing urgent and prolonged implementations of important and highly visible systems: body worn cameras (BWC), jail management system (JMS), records management system (RMS), video surveillance for the jails, Americans with Disabilities Act (ADA) tracking system, the new classification software, and the IAPro risk assessment system. With BWC, in particular, the number and scope of the project has increased significantly as the Department implements the devices for the patrol deputies and plans for a future implementation in the jails. Additionally, two of the systems listed above are part of a settlement agreement.

The IS Manager II position will be the implementation manager for these important projects. For RMS and JMS, some of the key milestone dates overlap, and many IT and operational resources will be focused on these projects. Additionally, the JMS will have a great deal of touch points with outside agencies, and especially the Court. The Video Surveillance system (VSS) is not only the cameras, so the manager will be working closely with Facilities and Fleet Department and Information Services Department staff on the network devices, desktops, and monitors that would be required to be supported for the overall system.

The Information Systems Technician III/II position and Information Systems Analyst II/I position will be responsible for supporting the daily media related systems (from VSS and BWCs) at Elmwood and another for Main Jail/Enforcement. The positions would also assist with the coordination and planning for the final phase of the overall video system implementation, BWCs, and assist planning the implementation of JMS and RMS. Both positions would assist with training on all of these systems.

**Positions Added: 3.0 FTE**  
**Ongoing Cost: \$456,419**

**One-time Savings: \$76,000**

Salary savings reflecting time for recruitment

### ● Delete Vacant Captain Position

**Recommended Action:** Delete 1.0 FTE Captain position.

**Service Impact:** This position has been vacant as it was created with support from Urban Area Security Initiative (UASI) funding, which is no longer available to support this position, and the Department has been keeping it vacant to account for the loss of revenue. A Sheriff's Correctional Captain position is being added in the Department of Correction to manage the implementation of the many changes in the jails, and provide leadership on the New Jail project.

**Positions Deleted: 1.0 FTE**  
**Ongoing Savings: \$289,338**

### ● Delete Chronically Vacant positions

**Recommended Action:** Delete 24.0 FTE's that have been chronically vacant for more than two years. The positions deleted are as follows:

#### Summary of Position Changes

Class	Description	FTE
U64	Deputy Sheriff	22.0
G73	Sheriff's Technician	1.0
T10	Rangemaster II	1.0
<b>Total</b>		<b>24.0</b>

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above positions are recommended for deletion and will generate a net savings Countywide.

The 22.0 FTE Deputy Sheriff positions and 1.0 FTE Sheriff's Technician position have all been vacant in the court security auxiliary function since the State funding went away. These positions have been left vacant so as to not impact the General Fund. The Rangemaster II position has been left vacant for some time and has not been part of the Department's recruitment efforts so it is being deleted as the Department considers staffing options for the shooting range.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget.

**Positions Deleted: 24.0 FTE**  
**Ongoing Net Savings: \$117,113**

Ongoing Savings: \$3,796,231  
Reduced Reimbursement for 23 positions: \$3,684,882

### Sheriff's Department— Budget Unit 230

#### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
023001	Administration Fund 0001	\$ 4,775,655	\$ 6,407,835	\$ 6,435,630	\$ 6,444,676	\$ 36,841	0.6%
023002	Administrative Svcs Fund 0001	18,126,539	20,456,097	21,872,484	22,343,470	1,887,373	9.2%
023003	Field Enforcement Bureau Fund 0001	57,200,174	65,760,979	68,690,434	68,935,280	3,174,301	4.8%
023004	Services Bureau Fund 0001	53,272,922	56,566,541	59,461,250	58,330,592	1,764,051	3.1%
023005	Internal Affairs Fund 0001	722,676	912,236	1,097,788	1,209,472	297,235	32.6%
<b>Total Net Expenditures</b>		<b>\$ 134,097,966</b>	<b>\$ 150,103,688</b>	<b>\$ 157,557,586</b>	<b>\$ 157,263,490</b>	<b>\$ 7,159,802</b>	<b>4.8%</b>



### Sheriff's Department— Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
023001	Administration Fund 0001	\$ 5,449,463	\$ 6,407,835	\$ 6,435,630	\$ 6,444,676	\$ 36,841	0.6%
023002	Administrative Svcs Fund 0001	18,168,676	23,938,245	25,591,369	22,377,473	(1,560,772)	-6.5%
023003	Field Enforcement Bureau Fund 0001	60,946,546	69,210,821	72,686,313	72,931,159	3,720,337	5.4%
023004	Services Bureau Fund 0001	54,193,814	57,529,588	60,518,100	59,387,442	1,857,854	3.2%
023005	Internal Affairs Fund 0001	1,154,193	1,336,215	1,567,758	1,679,442	343,226	25.7%
<b>Total Gross Expenditures</b>		<b>\$ 139,912,691</b>	<b>\$ 158,422,704</b>	<b>\$ 166,799,169</b>	<b>\$ 162,820,191</b>	<b>\$ 4,397,487</b>	<b>2.8%</b>

### Sheriff's Department— Budget Unit 230 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 120,132,256	\$ 136,726,641	\$ 143,593,824	\$ 139,421,047	\$ 2,694,406	2.0%
Services And Supplies	19,495,212	21,442,031	23,205,345	23,399,144	1,957,113	9.1%
Fixed Assets	285,224	50,000	—	—	(50,000)	-100.0%
Operating/Equity Transfers	—	204,032	—	—	(204,032)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 139,912,691</b>	<b>\$ 158,422,704</b>	<b>\$ 166,799,169</b>	<b>\$ 162,820,191</b>	<b>\$ 4,397,487</b>	<b>2.8%</b>
Expenditure Transfers	(5,814,726)	(8,319,016)	(9,241,583)	(5,556,701)	2,762,315	-33.2%
<b>Total Net Expenditures</b>	<b>\$ 134,097,966</b>	<b>\$ 150,103,688</b>	<b>\$ 157,557,586</b>	<b>\$ 157,263,490</b>	<b>\$ 7,159,802</b>	<b>4.8%</b>

### Sheriff's Department— Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
023001	Administration Fund 0001	\$ 742,732	\$ 615,500	\$ 622,532	\$ 622,532	\$ 7,032	1.1%
023002	Administrative Svcs Fund 0001	3,634,410	2,273,433	2,785,603	2,785,603	512,170	22.5%
023003	Field Enforcement Bureau Fund 0001	22,753,773	26,887,265	28,054,981	28,243,329	1,356,064	5.0%
023004	Services Bureau Fund 0001	33,576,206	35,941,878	37,798,025	36,564,267	622,389	1.7%
<b>Total Revenues</b>		<b>\$ 60,707,121</b>	<b>\$ 65,718,076</b>	<b>\$ 69,261,141</b>	<b>\$ 68,215,731</b>	<b>\$ 2,497,655</b>	<b>3.8%</b>



## Sheriff's Department— Budget Unit 230

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Licenses, Permits, Franchises	\$ 17,617	\$ 31,500	\$ 22,000	\$ 22,000	\$ (9,500)	-30.2%
Fines, Forfeitures, Penalties	83,118	65,250	68,000	68,000	2,750	4.2%
Aid From Government Agencies - Federal	636,162	—	—	—	—	—
Other Financing Sources	40,842,500	45,422,663	47,887,746	46,653,988	1,231,325	2.7%
Charges For Services	19,017,029	20,078,663	21,153,395	21,341,743	1,263,080	6.3%
Aid From Government Agencies - State	110,696	90,000	100,000	100,000	10,000	11.1%
Revenue From Other Government Agencies	—	30,000	30,000	30,000	—	—
<b>Total Revenues</b>	<b>\$ 60,707,121</b>	<b>\$ 65,718,076</b>	<b>\$ 69,261,141</b>	<b>\$ 68,215,731</b>	<b>\$ 2,497,655</b>	<b>3.8%</b>

## Administration Fund 0001 — Cost Center 023001

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	20.0	\$ 6,407,835	\$ 615,500
Board Approved Adjustments During FY 2016	-1.0	(314,755)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	304,210	—
IntraCounty Adjustments	—	(16,068)	9,032
Other Adjustments	—	54,408	(2,000)
<b>Subtotal (Current Level Budget)</b>	<b>19.0</b>	<b>\$ 6,435,630</b>	<b>\$ 622,532</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 4,384	\$ —
Decision Packages			
Increase Critical Training	—	244,000	—
Augment Funding for Countywide Security Assessment	—	50,000	—
Delete Vacant Captain Position	-1.0	(289,338)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ 9,046</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.0</b>	<b>\$ 6,444,676</b>	<b>\$ 622,532</b>



**Administrative Svcs Fund 0001 — Cost Center 023002**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	172.0	\$ 20,456,097	\$ 2,273,433
Board Approved Adjustments During FY 2016	-2.0	(380,992)	204,032
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,495,595	—
IntraCounty Adjustments	—	734,836	—
Other Adjustments	—	(433,052)	308,138
<b>Subtotal (Current Level Budget)</b>	<b>171.0</b>	<b>\$ 21,872,484</b>	<b>\$ 2,785,603</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 28,661	\$ —
Decision Packages			
Augment Staff for Body Worn Camera Operations	1.0	179,089	—
Enhance Information Technology Resources for Critical Projec	3.0	380,349	—
Eliminiat Chronicall Vacant Positions	-24.0	(117,113)	—
Information Technology Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-20.0</b>	<b>\$ 470,986</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>151.0</b>	<b>\$ 22,343,470</b>	<b>\$ 2,785,603</b>

**Field Enforcement Bureau Fund 0001 — Cost Center 023003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	299.0	\$ 65,760,979	\$ 26,887,265
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,071,552	—
IntraCounty Adjustments	—	(43,561)	—
Other Adjustments	—	(98,536)	1,167,716
<b>Subtotal (Current Level Budget)</b>	<b>299.0</b>	<b>\$ 68,690,434</b>	<b>\$ 28,054,981</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 56,498	\$ —
Decision Packages			
Increase Staff for Traffic Enforcement in Cupertino	1.0	188,348	188,348
Information Technology Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 244,846</b>	<b>\$ 188,348</b>
<b>Recommended Budget</b>	<b>300.0</b>	<b>\$ 68,935,280</b>	<b>\$ 28,243,329</b>



**Services Bureau Fund 0001 — Cost Center 023004**  
**Major Changes to the Budget**

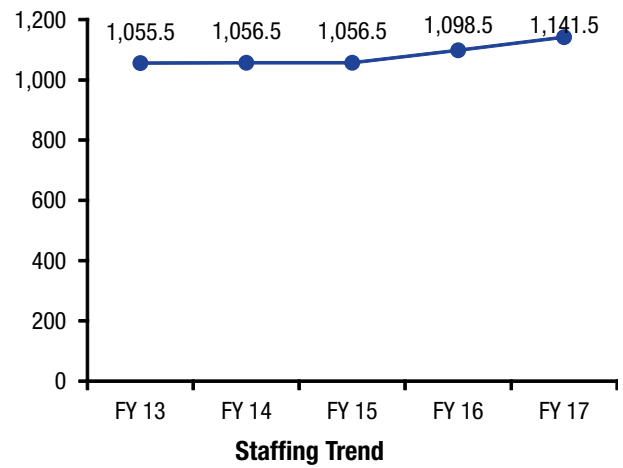
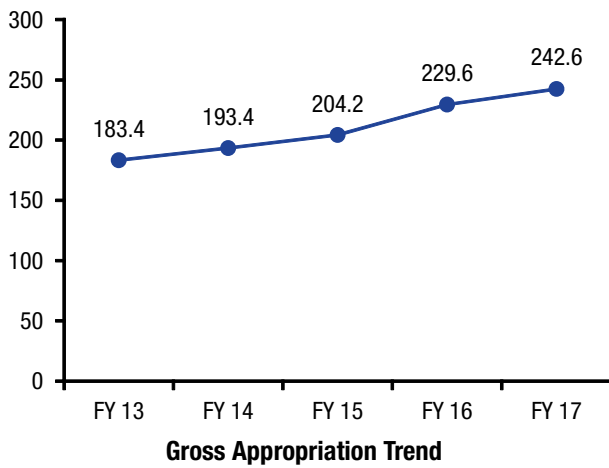
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	346.0	\$ 56,566,541	\$ 35,941,878
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	2,495,332	—
IntraCounty Adjustments	—	535,845	1,865,397
Other Adjustments	—	(136,468)	(9,250)
<b>Subtotal (Current Level Budget)</b>	<b>345.0</b>	<b>\$ 59,461,250</b>	<b>\$ 37,798,025</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 63,100	\$ (1,233,758)
Decision Packages			
Augment Funding for Microfilm Conversion	—	40,000	—
Enhance Savings Related to the New Family Justice Center	-8.0	(1,233,758)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-8.0</b>	<b>\$ (1,130,658)</b>	<b>\$ (1,233,758)</b>
<b>Recommended Budget</b>	<b>337.0</b>	<b>\$ 58,330,592</b>	<b>\$ 36,564,267</b>

**Internal Affairs Fund 0001 — Cost Center 023005**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0	\$ 912,236	\$ —
Board Approved Adjustments During FY 2016	1.0	229,610	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,256	—
IntraCounty Adjustments	—	(48,845)	—
Other Adjustments	—	(2,470)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,097,788</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,156	\$ —
Decision Packages			
Increase Resources for Internal Affairs Investigations	1.0	110,528	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 111,684</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 1,209,472</b>	<b>\$ —</b>



# Department of Correction



Of the above 1,141.5 positions, the Sheriff has authorized the assignment of 803 jail detention services personnel to work at the Department of Correction.





## Public Purpose

- ➔ **Public Safety**
- ➔ **Compliance with Mandates**
- ➔ **Provide Programs to Enhance Inmate Reintegration into the Community**



## Description of Major Services

The Department of Correction (DOC), in conjunction, collaboration, and cooperation with the Sheriff's Office, operates the County jails with correctional staff, as well as, with contract staff and County staff providing ancillary services, institutional care, custody, treatment, and rehabilitation to pre-sentenced and sentenced inmates. The DOC serves and protects citizens of the county by detaining, treating, and rehabilitating inmates in a safe and secure environment, while providing humane care. The County maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

### Custody

All inmates are properly identified, finger-printed, and photographed, following which, each is evaluated for release or housing in the jail. To properly house inmates in safe and secure facilities and in the least restrictive environment, services include the following:

**Intake Booking:** All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Approximately 38,000 arrestees were accepted and processed at the County jail facilities in FY 14-15.

**Release:** Inmates who are scheduled for release are released in a timely manner.

**Classifying Inmates:** The classification process is designed to identify the individual characteristics of each inmate based on behavior, criminal history, in-

custody history, judicial status, and the individual or special needs of the inmate. Once compiled, the information is used to determine the inmate's security level and housing placement.

**Inmate Labor Management:** All sentenced inmates are required to work. The inmates are selected by the Assignment Officer, screened, and approved by Classification and Medical to work. The management of inmate labor augments the workforce in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills.

**Alternative Sentencing:** The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program.

### Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates. The following service areas include:

**Provide Shelter:** All inmates are housed in an environment that meets California Code of Regulations Title 15, and Title 24 Environmental Health standards. Inmates are provided a bed, furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas.

**Provide Nutritious Food:** The Food Service Division provides satisfying, nutritious, and cost-effective meals in accordance with State mandates. The Food Service Division provides about 13,000 meals daily, including special diets.

**Provide Visitation for Inmates:** Facilities provide the opportunity for each inmate to have visits; the Elmwood Complex provides the opportunity for two half-hour visits each week and the Main Jail Complex provides the opportunity for two one-hour visits each week.

**Provide Clean Laundry:** The DOC projects it will wash approximately 2.1 million pounds of inmate laundry and handle approximately 140,000 pounds of homeless laundry annually for various local homeless shelters in FY 15-16.

**Provide Access to Religious Services:** All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis.

**Provide Access to Telephones:** All inmates are provided reasonable access to use telephones beyond those telephone calls required by Section 851.5 of the Penal Code.

**Provide Access to the Courts:** All inmates are provided access to the Court and to legal counsel via mail, telephone, and confidential consultation with attorneys. Inmates are also provided access to legal documents via access to a contracted legal research services provider.

**Provide Access to Mail:** All inmates may correspond freely with family members and friends. Inmates may correspond confidentially with State and Federal courts, attorneys, public officers, facility commanders, and the State Board of Corrections.

## Medical Care

The DOC, through Custody Health Services, provides for reasonable standard care in order to achieve the appropriate level of health care. This includes medical, dental, mental health services and counseling.

## Inmate Programs

Educational and treatment programs are designed to provide positive and productive opportunities for inmates, and to facilitate successful reintegration into the community. Services include:

**Comprehensive Behavior Modification Programs:** These programs are available for inmates who are court-ordered into a program or who voluntarily seek assistance. Curriculum includes evidence-based classes such as Substance Abuse Education, Thinking Errors, Healthy Relationships, Conflict Resolution and Anger Management, Reentry and Job Readiness, Trauma Recovery, and Parenting. Staff works to screen, enroll, monitor, develop transition plans, and report on the progress of inmates to the Court and community partners.

**Primary and Secondary Academic and Literacy Programs:** Milpitas Adult Education (MAE) provides a variety of academic classes to inmates including General Education Development (GED), English-as-a-Second Language (ESL), Adult Basic Education (ABE), Math and English review, and Art.

**Vocational, Job Readiness Classes:** The Department contracts with MAE to provide a variety of vocational skill and job preparation classes. Through the Correctional Industries program, inmates are instructed in areas such as welding, cabinet making, carpentry, upholstery, blueprint reading, applied vocational math, industrial safety, embroidery, engraving, and garment printing.

**Life Skills Classes:** A variety of classes that are focused on individual topics related to life skills are provided to inmates.

## Custodial Alternative Supervision Unit

The Custodial Alternative Supervision Unit (CASU) works with Rehabilitation Officers from the Programs Unit to complete eligibility screening of felons sentenced under the provisions of Penal Code section 1170(h) who wish to participate in out-of-custody programs. The Rehabilitation Officers, using a Correctional Assessment and Intervention System (CAIS) risk assessment tool, work with the inmates to develop individualized rehabilitation and/or recidivism reduction plans. CASU supervision of out-of-custody



individuals involves compliance checks, drug screening, and physical checks/searches of the individual, their residence, and employment site.

## Current and Emerging Issues

### Public Safety Realignment

Public Safety Realignment (AB 109) transferred a number of services previously provided by the State, to the local government. The most significant impact on the Department of Correction is a result of sentencing changes that make offenders without any current or prior serious or violent or sex convictions the responsibility of the local jails. This shift of inmates continues to increase the jail population, lengthen the sentences of some inmates, and impacts the jail's ability to accept voluntary revenue-generating inmates from other jurisdictions. This has also resulted in a significant change in the demographics of those inmates eligible to be housed on the Elmwood Correctional Complex minimum camp. The criminal sophistication of these inmates has caused increasing concerns regarding escape prevention, organized inmate disturbances, emergency response, and staffing plans.

### Actions Taken to Address Issues in the County Correctional System

During FY 15-16, a great deal of focus was placed on Santa Clara County's Correctional system, and many actions were taken by the Department and County. It is important to start with the recognition that the Department of Correction, along with every other department within Santa Clara County, faced a continuing set of resource challenges between FY 02-03 and FY 11-12. Over that time frame, Santa Clara County faced gaps between revenues and expenditures totaling over \$2 billion with ongoing solutions accounting for closing over \$1.4 million of that gap. It was during these times that resources were reduced for every operating department within the County, including the correctional system. Staffing levels and management to line-staff ratios fell below desirable standards as the County attempted to maintain minimum levels of service.

Beginning in FY 12-13, the Administration has been focused on rebuilding service delivery systems and correcting problems throughout the County that arose during this particularly difficult time. In the case of the

Correctional system, AB 109 Criminal Justice realignment created an interesting dichotomy of providing additional resources that allowed the County to accelerate building back staffing levels within the correctional system, but also presented the difficulty of introducing a more challenging population of inmates that required additional and varied services.

Through AB 109 funding, the County was able to add back 78 positions and \$13 million in appropriations to stabilize the Department of Correction. As the Department gained more experience with AB 109, it became clear that additional changes would be needed to address gaps in service as the jail population was shifting and other changes were impacting the system. With this in mind, the Board approved the use of general fund resources in FY 15-16 to add an Assistant Sheriff for Custody Operations, jail investigation staff, Americans with Disabilities Act (ADA) and compliance staff, Lieutenant positions for jail facility oversight, staff to increase visiting hours at Main Jail South, and funding to support additional beds for acute mental health inmates and women's vocational programs. In addition, funding was approved for training, compliance, ADA software, the expansion of chaplaincy services, classification software, increased vocational training, and funding to help fill Correctional Deputy vacancies.

Even with the approval of these additional resources, it was clear that additional action was necessary to address the changes taking place within our system. While the Department has taken some time to analyze each problem, the goal has been to respond quickly and at a level commensurate with the magnitude of the problems we face.

In December 2015, the Board approved the addition of 59 custody health staff to immediately improve services to those with mental health and substance abuse issues. This \$17 million ongoing investment in services for

inmates is a significant step to implement the kinds of changes that immediately impact inmates throughout our correctional system.

The Department has hired consultants and experts to help implement these changes. This move was necessary to providing the external view of what is necessary to assist in the move from a County Jail to a hybrid jail/prison with the implementation of AB 109. This additional expertise is necessary to assure the changes recommended will take place in an expedited manner.

### 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 has taken steps to create long-term solutions in the form of the Jail Needs Assessment commissioned in 2014 and pursuit of State Jail financing that the County was awarded in December 2015 that will result in a new facility that will dramatically improve services to inmates suffering from mental illness and will offer increased programming opportunities as well.

On February 23, 2016 the Board adopted a Resolution authorizing the application for Senate Bill (SB) 863 Jail Construction Financing. This is a multi-year project with an estimated build completion of spring 2020. The Department has been an active participant in this project to ensure the County is building a facility that incorporates modern jail operations and allows for housing inmates of a new population that have both longer stays and more complex needs. The new facility will allow for both direct and indirect supervision of inmates and will have increased spaces for treatment and programming.

### Issues with Recruitment and Retention

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. As of May 2016, the number of Correctional Deputy vacancies is approximately 86, which is an ongoing challenge for the Department. With an aging workforce, the Department is anticipating many retirements in the next few years. The Office of the Sheriff continues to develop new and innovative methods to recruit top applicants, and is targeting significant resources at recruiting and backgrounding many applicants. This included having 3 custody academies during FY 15-16. The Administration is supportive of the Sheriff's additional correctional academies that are being held to fill vacancies within the Department, and will address the issue during FY 16-17 if additional funds for academies are necessary.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Increase Critical Training	↑	This funding will allow the County to provide more critical training opportunities.	—	—	\$215,000
Create Jail Inspections and Investigations Unit	↑	These positions will allow for proactive inspection of jail operations and to ensure policy compliance.	6.0	\$827,539	(\$137,923)
Augment Staffing for Inmate Health and Programming	↑	These positions will allow for staff to assist with more health and programming opportunities for inmates.	11.0	\$1,659,434	(\$276,572)
↑ — Enhanced	◆ — Modified	● — No Change	↓ — Reduced	☒ — Eliminated	



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Replace Equipment for Food Services	↑	This funding provides for necessary replacement of food equipment to provide seamless food service.	—	\$45,000	\$262,000
Add Resources for Inmate Programs	↑	These positions will offer more programming opportunities for inmates.	8.0	\$1,129,972	(\$188,329)
Provide Support for Custody Operations	↑	These positions will offer more vocational program opportunities.	2.0	\$188,614	(\$31,436)
Add Resources for Custody Leadership	↑	This position will provide a resource for implementation of changes in the jails and leadership for the New Jail.	1.0	\$290,402	—
Change Inmate Welfare Fund Revenues	◆	This action will allow for consistent staffing despite a reduction in revenues.	—	\$1,380,137	—
Address Inmate Grievances	↑	These resources will allow for dedicated staff to address inmate grievances.	3.0	\$502,408	(\$83,735)
Add Staff for New Jail Transition Team	↑	These resources will allow for dedicated staff to prepare for the New Jail facility.	4.0	\$569,746	(\$94,958)
Approve Exception to Keep Two Chronically Vacant Positions	●	This will not impact level of service as the positions are vacant.	—	—	—

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

### ↑ Increase Critical Training

**Recommended Action:** Allocate one-time funding in the amount of \$215,000 for overtime to support staff attendance at training for Implicit Bias Training, Crisis Intervention Team (CIT) training, and Americans with Disabilities Act (ADA) training.

**Service Impact:** In January 2016, the Board's Finance and Government Operations Committee (FGOC) and Public Safety and Justice Committee (PSJC) both received reports providing information on Implicit Bias training and Crisis Intervention Team (CIT) training. Their interest was to provide training to as many Department of Correction staff as possible on an expedited timeline. Generally, staff needs to be backfilled with other staff on overtime whenever they attend training. Based on the training scheduled for

FY 16-17, this will provide \$130,000 in overtime funding for CIT training, and \$85,000 for Implicit Bias and ADA training in FY 16-17.

**One-time Cost: \$215,000**

### ↑ Create Jail Inspections and Investigations Unit

**Recommended Action:** Add 5.0 FTE Sheriff's Correctional Deputy positions and 1.0 FTE Law Enforcement Clerk position to establish a Jail Inspections and Investigations Unit.

**Service Impact:** These positions establish a Jail Inspections and Investigations Unit responsible for proactively inspecting jail operations to ensure policy, operational, Americans with Disabilities Act (ADA) and Prison Rape Elimination Act (PREA) compliance. The Jail Inspections and Investigations Unit (JIU) will work closely with the Professional Compliance Unit by providing investigative services to promote the safety,



security, and welfare of staff, visitors, and inmates. This unit will be tasked with audits of inmate grievances and updating both staff and inmate policies to ensure they are clear and easy for staff and inmates to understand and comply with.

The Department currently manages approximately 220 operational policies totaling 1400 pages. The policies cover areas such as emergency response and preparedness, safety and security, personnel, inmate rights, inmate medical and mental health care, use of force, and other correctional related topics. The Department does not currently have a systematic and comprehensive audit process to ensure compliance.

In the FY 15-16 Adopted Budget, the Board approved the addition of a Sheriff's Correctional Deputy position for ADA, and a Sheriff's Correctional Sergeant position for Professional Compliance. Then, as a continued commitment by the Board to address jail needs, the Board approved the addition of Sheriff's Correction Lieutenant position, a Sheriff's Correctional Sergeant position, and two Sheriff's Correctional Deputy positions in November 2015.

The purpose of the positions was to help the County to take a proactive approach to planning for and addressing not only the ADA needs of the Armstrong class members, but all of the inmates housed in the jail who may need an ADA accommodation during their incarceration. The positions also provide staff with operational guidance through proper and responsive policy development and implementation. For policies and compliance, the positions are responsible for monitoring the Department's compliance with all policies, applicable standards, and statutory requirements through the use of a comprehensive audit system. With regard to ADA, they are responsible for monitoring policy compliance, maintaining records, responding to inmate request and grievance forms, interviewing inmates, conducting internal inspections and audits, and recording and tracking ADA inmates.

The JIUU will work in conjunction with the positions described above, but with an emphasis on auditing inmate grievances and updating both staff and inmate policies.

**Positions Added: 6.0 FTE**

**Ongoing Cost: \$827,539**

**One-time Savings: \$137,923**

Salary savings reflecting time for recruitment

### ↑ Augment Staffing for Inmate Health and Programming

**Recommended Action:** Add 10.0 FTE Sheriff's Correctional Deputy positions and 1.0 FTE Sheriff's Correctional Sergeant position to support inmate health and programming.

**Service Impact:** Custody Health Services and the Health and Hospital System have implemented many changes for the provision of mental health treatment in the jail system. On October 20, 2015, the Board ratified an agreement with Traditions Psychology Group for psychiatric physician services in the jail. Also that day, the Board ratified a side letter agreement with the Union of Physicians and Dentists (UAPD) for a 25% differential for Psychiatrist positions that work at Main Jail and Elmwood. On December 15, 2015, the Board approved expanded mental health and substance use treatment services to clients housed in the jail. The intent of the proposed service delivery plan is to have teams provide an array of behavioral health services to seriously mentally ill inmates, and inmates with substance use needs or with intellectual disabilities. The teams are comprised of psychiatrists, psychologists, therapists or psychiatric social workers, a psychiatric nurse, substance use counselors, and Sheriff's Correctional Deputies. The program began with five teams in FY 15-16, with a plan to expand to 12 teams during FY 16-17. Given the time it is taking to recruit for the teams, this action does not provide staffing for all twelve teams, but these staffing needs can be re-assessed during the FY 16-17 Mid-Year Budget Review to see if additional positions are necessary to support this important work.

In addition to the safety and security of each team, a high degree of coordination is needed between Custody Health staff and DOC staff. Inmates identified as having serious mental health issues, substance use issues, or intellectual disabilities will have treatment and service

plans while in custody, and will be receiving programming. Custody staff needs to ensure that inmates are getting the necessary programming both while the behavioral health teams are on duty and off duty. Custody staff will also be responsible for minimizing interruptions to programming time, such as working around lockdowns, and ensuring that inmates are getting out-of-cell time to participate in the programs.

This action also adds a Sheriff's Correctional Sergeant position to supervise the teams.

**Positions Added: 11.0 FTE**  
**Ongoing Cost: \$1,659,434**  
**One-time Savings: \$276,572**

Salary savings reflecting time for recruitment

### ↑ Replace Equipment for Food Services

**Recommended Action:** Add ongoing expense in the amount of \$45,000 for low-sodium lunch meat and one-time expense in the amount of \$262,000 for equipment replacement for Food Services.

**Service Impact:** As part of the ongoing equipment replacement plan, this action adds funding for 50 replacement transport carts for a one-time cost of \$79,000. The Food Services Unit uses approximately 175 transport carts each day to move food and meals throughout the Elmwood and Main Jail facilities. Normal wear-and-tear results in the replacement of approximately 20 carts annually.

This action allocates one-time funding of \$20,000 for mixer repair and parts. The bakery in Food Services currently utilizes two mixers to prepare 1,200 loaves of sliced bread nightly, along with a large variety of other breads and baked goods. The original mixer was purchased in 2001 and needs repairs from time-to-time. Smaller level repairs are made in-house by maintenance staff. However, a large scale replacement of the gripper arms and a friction wheel is needed.

This action allocates one-time funding of \$5,000 for heavy-duty stainless steel tables. The tables that are used to hold sheet pans, inmate trays, and other soiled dishes for loading into the dishwasher are of inferior quality and are failing. Two new stainless steel tables would provide the sturdiness and safety needed for this staging area.

This action allocates one-time funding of \$15,000 for five boxed lunch replacement carts. The Food Service Unit uses approximately 20 boxed lunch carts each day to move lunches throughout the Elmwood and Main Jail facilities. Normal wear-and-tear results in the replacement of five boxed lunch carts every other year.

This action allocates one-time funding of \$13,000 for ten replacement insulated carts. Insulated carts are used to hold hot foods in Staff Dining Rooms, transport meals to some areas of Main Jail, and Elmwood kitchen inmate meals. Normal wear-and-tear calls for the replacement of approximately three carts every other year. As part of the ongoing equipment replacement plan, this proposal adds funding for ten replacement insulated carts.

This action allocates one-time funding of \$130,000 for equipment and labor for the replacement of a dough divider and a single pocket rounder. The single pocket dough divider is used at the Elmwood Bakery to produce rolls and approximately 1,200 loaves of bread five days a week. The existing dough divider was purchased in 2001 and needs to be repaired often. In order to replace the 15-year-old single pocket dough divider and rounder, current equipment requires two separate pieces of equipment: a dough divider and a single pocket rounder. Also, one-time funding is needed to move the existing bowl elevator to accommodate the space and configuration needed for both pieces of equipment. If the existing unit fails, preparing bread dough to make into loaves would require a combination of menu adjustments, the purchase of ready-made bread products and a likely increase of civilian staff and inmate worker manual labor extending the work week past five days.

This action allocates ongoing funding of \$45,000 for low-sodium lunch meat. The Food Services Unit serves more than 15,000 pounds of lunch meat each month. Of that, 9,100 pounds is reduced sodium, not low-sodium. In order to increase the healthy offerings to inmates and to better meet current County Nutrition Standards, this proposal adds funding to exclusively serve low-sodium lunch meats.

**Ongoing Cost: \$45,000**  
**One-time Cost: \$262,000**

### ↑ Add Resources for Inmate Programs

**Recommended Action:** Add 6.0 FTE Rehabilitation Officer I positions, 1.0 Law Enforcement Records Technician position, and 1.0 FTE Senior Management Analyst position for inmate programs.

**Service Impact:** On November 3, 2015, the Board approved a budgetary request to address jail needs. In that report, the Department highlighted needs for the future, specifically more programming and education for inmates. This action adds staffing to cover more housing units and increase programming to all security levels. The Rehabilitation Officer positions will be responsible for case management, discharge planning, Medi-Cal applications, to serve as a liaison with Courts regarding the inmates' progress, working with ADA inmates, transitioning eligible inmates to alternative sentencing programs, and increasing programming to housing units at Main Jail North, Main Jail South, and male and female housing units at Elmwood.

The Senior Management Analyst position will be responsible for maintaining the increasing statistical data from the programs and services. The Law Enforcement Records Technician position will be responsible for maintaining records and files for the program participants and tracking their progress.

**Positions Added: 8.0 FTE**  
**Ongoing Cost: \$1,129,972**  
**One-time Savings: \$188,329**  
 Salary savings reflecting time for recruitment

### ↑ Provide Support for Custody Operations

**Recommended Action:** Add 2.0 FTE Custody Support Assistant positions at Elmwood.

**Service Impact:** One position is added to support Women's Vocational Programs. The women's facility at Elmwood has two machine-based vocational programs. The programs teach the female inmates small business skills, business planning, inventory control, marketing strategies, customer service, and budgeting. In addition, inmates receive hands-on training in the use of the machines, including product production, graphic and logo design, packaging, and simple machine repairs. Currently, the program is supported by assigning existing staff from the Operations/Industries Unit, but this results in other important duties not being

completed or the Department using overtime to accomplish the duties. The position will be responsible for ensuring attendance and participation, tool management and oversight, supervision of work and use of large machinery, and inmate movement associated with the training courses.

The second position is added to support Janitorial Vocational Programming for male and female inmates. This position will oversee male and female inmate workers in performing various janitorial type services throughout the Elmwood Complex. The Elmwood Complex is a 62-acre facility with multiple buildings and public areas, which require daily cleaning and sanitation. The position will help the inmates learn to maintain the health standards set by the Health Department.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$188,614**  
**One-time Savings: \$31,436**  
 Salary savings reflecting time for recruitment

### ↑ Add Resources for Custody Leadership

**Recommended Action:** Add 1.0 FTE Sheriff's Correctional Captain position.

**Service Impact:** This position is necessary to manage the implementation of the many changes in the jails, including the new classification system, the New Jail facility, operational changes to the existing facilities, and Americans with Disabilities Act (ADA) issues. These changes require close coordination at a management level with Custody Health Services given the focus and emphasis on their work in providing mental health care and physical health care to the inmate population. All of the existing efforts to operate the current facilities while at the same time implementing many reforms, while planning for a New Jail, necessitates this additional leadership position to ensure these efforts are successful. A vacant Sheriff's Captain position in the Office of the Sheriff is being deleted to offset the expense of this Sheriff's Correctional Captain position.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$290,402**



## ◆ Change Inmate Welfare Fund Revenues

**Recommended Action:** Reduce reimbursements from the Inmate Welfare Fund to the General Fund by \$1,380,137 on an ongoing basis.

**Service Impact:** On March 23, 2016, the Inmate Welfare Fund Committee reviewed the proposed FY 16-17 Financial Plan for the Inmate Welfare Fund (IWF). Mostly due to a significant revenue reduction for telephone commissions, the proposed Financial Plan included the reduction of expenses in order to balance the budget. These expense reductions in large part were salaries and benefits used to support IWF activities.

Because the IWF reimburses the General Fund for all expenses, including salaries and benefits, there was a risk that by reducing salaries and benefits, positions would have to be deleted as well. This action provides funding so that these vital programs and services to inmates can continue. Given the overall reduction in revenue, it is necessary to reduce reimbursements from the Inmate Welfare Fund (IWF) to the General Fund to cover the cost of positions that have been partially funded by the Inmate Welfare Fund. Those include positions in IWF Administration, an Assignment Officer, Commissary, Fiscal, Inmate Services, Information Technology, Classification, Operations, and Food Services. With these changes, the only positions still funded by the IWF will be 7.2 FTE Programs staff and two Sheriff's Correctional Deputy position assigned to commissary, one for Main Jail and one for Elmwood. The commissary positions are responsible for distribution and collection of commissary slips from inmates, tracking inmate locations, researching and resolving inmate problems, and administering individual razor exchange.

**Ongoing Cost: \$1,380,137**

## ↑ Address Inmate Grievances

**Recommended Action:** Add 1.0 FTE Sheriff's Correctional Lieutenant position and 2.0 FTE Management Analyst/Associate Management Analyst B/A positions to address inmate grievances.

**Service Impact:** The Sheriff's Office has been evaluating best practices for investigating and tracking inmate grievances. Best practice recommends having analytical and management staff dedicated to ensuring all

grievances are tracked, investigated, and responded to in a timely manner. This action adds a lieutenant position due to investigations requiring cross-departmental management and cooperation, along with the ability to ensure compliance or training needs are met. The management analyst positions will be responsible for picking up the grievances from the facilities, entering them, and working to provide a timely response to inmates.

The Sheriff's Office has recently installed new grievance boxes throughout the jail facilities to ensure inmates have an anonymous mechanism for reporting grievances. Agencies that have instituted similar procedures stated that this will increase the number of grievances that are filed by inmates. This recommendation will create a dedicated team of sworn and professional staff to ensure continuity in the inmate grievance process as well as accountability. This team will also be responsible for reviewing inmate grievance data and identifying any trends.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$502,408**

**One-time Savings: \$83,735**

Salary savings reflecting time for recruitment

## ↑ Add Staff for New Jail Transition Team

**Recommended Action:** Add 1.0 FTE Sheriff's Correctional Sergeant position, 2.0 FTE Sheriff's Correctional Deputy positions, and 1.0 FTE Law Enforcement Clerk to support a New Jail Transition Team.

**Service Impact:** In preparing for the New Jail facility, the County is establishing this New Jail Transition Team to work closely with the County Executive's Office, the Facilities and Fleet Department, and Custody Health Services staff working on this project, along with various contractors involved in the design and construction of the new facility. Based on past experience with the County's own jail facilities, and based on input from other jurisdictions who have recently built new facilities, this team is key to ensure successful design and construction collaboration with the staff who will operate it on a daily basis. As this project progresses, it is anticipated that some additional staff may be needed to prepare the policies and procedures for the new facility. This team will be working closely with the Unclassified Deputy Director position for Capital Programs added in



the Facilities and Fleet Department, the new Sheriff's Correctional Captain position added in the Department of Correction, and the new Program Manager position added in the Office of the County Executive as part of this budget.

**Positions Added: 4.0 FTE**

**Ongoing Cost: \$569,746**

**One-time Savings: \$94,958**

Salary savings reflecting time for recruitment

### ● Approve Exception to Keep Two Chronically Vacant Positions

**Recommended Action:** Approve exception to maintain vacant positions for more than five years for the following positions:

#### Summary of Position Changes

Class	Description	FTE
A2X	Chief of Correction-U	1.0
W51	Confidential Secretary-U	1.0
<b>Total</b>		<b>2.0</b>

**Service Impact:** The Chief of Correction and Confidential Secretary positions remain in the County Salary Ordinance since these positions are prescribed by the County Charter Section 701(a)5 for operation of the Department of Correction. These positions have been left vacant since 2010 at the Board's direction since the Office of the Sheriff and Department of Correction consolidated. The positions have not been funded in the budget due to lack of intent to fill the positions in the immediate future. To provide the Board with the ability to fill positions contained within the County Charter, the Administration recommends approval of the exception to maintain these unfunded positions.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring the Board to approve an exception for a particular position or classification that has been vacant for more than five years.

#### Sheriff's Doc Contract— Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3106	Academy Fund 0001	\$ 111,407	\$ 163,090	\$ 163,323	\$ 163,323	233	0.1%
3107	Professional Compliance Audit Unit Fund 0001	—	289,410	830,015	1,844,179	1,554,769	537.2%
3112	Internal Affairs Fund 0001	583,331	675,698	698,652	698,652	22,954	3.4%
3124	Training And Staff Dev Fund 0001	13,297	20,439	20,706	20,706	267	1.3%
3133	Inmate Screening Unit Fund 0001	29,967	199,627	205,806	205,806	6,179	3.1%
3135	Classification Fund 0001	4,899,412	4,847,917	5,232,624	5,232,624	384,707	7.9%
3136	Elmwood Men's Facility Fund 0001	59,778,387	63,272,495	63,185,874	64,061,740	789,245	1.2%
3142	Custodial Alternative Supervision-Fund 0001	988,437	871,297	637,508	637,508	(233,789)	-26.8%
3146	Inmate Progs-Psp Fund 0001	2,599,900	2,670,666	2,756,773	2,756,773	86,107	3.2%
023503	Main Jail Complex Fund 0001	58,396,339	64,699,001	67,744,985	68,466,981	3,767,980	5.8%
023509	Central Services Fund 0001	1,124,164	1,214,932	1,247,472	1,247,472	32,540	2.7%
<b>Total Net Expenditures</b>		<b>\$ 128,524,641</b>	<b>\$ 138,924,572</b>	<b>\$ 142,723,738</b>	<b>\$ 145,335,764</b>	<b>\$ 6,411,192</b>	<b>4.6%</b>



### Sheriff's Doc Contract— Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3106	Academy Fund 0001	\$ 111,407	\$ 163,090	\$ 163,323	\$ 163,323	\$ 233	0.1%
3107	Professional Compliance Audit Unit Fund 0001	—	289,410	830,015	1,844,179	1,554,769	537.2%
3112	Internal Affairs Fund 0001	583,331	675,698	698,652	698,652	22,954	3.4%
3124	Training And Staff Dev Fund 0001	13,297	20,439	20,706	20,706	267	1.3%
3133	Inmate Screening Unit Fund 0001	29,967	199,627	205,806	205,806	6,179	3.1%
3135	Classification Fund 0001	4,899,412	4,847,917	5,232,624	5,232,624	384,707	7.9%
3136	Elmwood Men's Facility Fund 0001	59,778,387	63,272,495	63,185,874	64,061,740	789,245	1.2%
3142	Custodial Alternative Supervision-Fund 0001	988,437	871,297	637,508	637,508	(233,789)	-26.8%
3146	Inmate Progs-Psp Fund 0001	2,599,900	2,670,666	2,756,773	2,756,773	86,107	3.2%
023503	Main Jail Complex Fund 0001	58,396,339	64,699,001	67,744,985	68,466,981	3,767,980	5.8%
023509	Central Services Fund 0001	1,124,164	1,214,932	1,247,472	1,247,472	32,540	2.7%
<b>Total Gross Expenditures</b>		<b>\$ 128,524,641</b>	<b>\$ 138,924,572</b>	<b>\$ 142,723,738</b>	<b>\$ 145,335,764</b>	<b>\$ 6,411,192</b>	<b>4.6%</b>

### Sheriff's Doc Contract— Budget Unit 235 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 128,524,641	\$ 138,924,572	\$ 142,723,738	\$ 145,335,764	\$ 6,411,192	4.6%
Fixed Assets	0	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 128,524,641</b>	<b>\$ 138,924,572</b>	<b>\$ 142,723,738</b>	<b>\$ 145,335,764</b>	<b>\$ 6,411,192</b>	<b>4.6%</b>
<b>Total Net Expenditures</b>	<b>\$ 128,524,641</b>	<b>\$ 138,924,572</b>	<b>\$ 142,723,738</b>	<b>\$ 145,335,764</b>	<b>\$ 6,411,192</b>	<b>4.6%</b>

### Sheriff's Doc Contract— Budget Unit 235 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3135	Classification Fund 0001	\$ 479,724	\$ 513,999	\$ 527,525	\$ 527,525	\$ 13,526	2.6%
3136	Elmwood Men's Facility Fund 0001	4,486,008	4,874,826	4,899,178	4,899,178	24,352	0.5%
3142	Custodial Alternative Supervision-Fund 0001	1,144,621	899,789	868,254	868,254	(31,535)	-3.5%
3146	Inmate Progs-Psp Fund 0001	465,265	520,513	537,778	537,778	17,265	3.3%
023503	Main Jail Complex Fund 0001	2,346,946	2,499,629	2,392,790	2,392,790	(106,839)	-4.3%
<b>Total Revenues</b>		<b>\$ 8,922,564</b>	<b>\$ 9,308,756</b>	<b>\$ 9,225,525</b>	<b>\$ 9,225,525</b>	<b>\$ (83,231)</b>	<b>-0.9%</b>



### Sheriff's Doc Contract— Budget Unit 235 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 8,922,564	\$ 9,308,756	\$ 9,225,525	\$ 9,225,525	(83,231)	-0.9%
<b>Total Revenues</b>	<b>\$ 8,922,564</b>	<b>\$ 9,308,756</b>	<b>\$ 9,225,525</b>	<b>\$ 9,225,525</b>	<b>(83,231)</b>	<b>-0.9%</b>

### Academy Fund 0001 — Cost Center 3106 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget		— \$ 163,090	\$ —
Board Approved Adjustments During FY 2016		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		— 233	—
<b>Subtotal (Current Level Budget)</b>		<b>— \$ 163,323</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments		— \$	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>\$ —</b>
<b>Recommended Budget</b>		<b>— \$</b>	<b>\$ 163,323</b>

### Professional Compliance Audit Unit Fund 0001 — Cost Center 3107 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0	\$ 289,410	\$ —
Board Approved Adjustments During FY 2016	3.0	534,552	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,452	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(5,399)	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 830,015</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —



### Professional Compliance Audit Unit Fund 0001 — Cost Center 3107 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Create Jail Inspections and Investigations Unit	5.0	614,496	—
Add Staff for New Jail Transition Team	3.0	399,668	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>8.0</b>	<b>\$ 1,014,164</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 1,844,179</b>	<b>\$ —</b>

### Internal Affairs Fund 0001 — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 675,698	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,981	—
IntraCounty Adjustments	—	(485)	—
Other Adjustments	—	2,458	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 698,652</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 698,652</b>	<b>\$ —</b>

### Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 20,439	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	267	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 20,706</b>	<b>\$ —</b>



**Training And Staff Dev Fund 0001 — Cost Center 3124**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 20,706</b>	<b>\$ —</b>

**Inmate Screening Unit Fund 0001 — Cost Center 3133**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	1.0	\$ 199,627	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,652	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,473)	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 205,806</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 205,806</b>	<b>\$ —</b>

**Classification Fund 0001 — Cost Center 3135**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	26.0	\$ 4,847,917	\$ 513,999
Board Approved Adjustments During FY 2016	1.0	232,710	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	147,222	—
IntraCounty Adjustments	—	(4,296)	13,526
Other Adjustments	—	9,071	—
<b>Subtotal (Current Level Budget)</b>	<b>27.0</b>	<b>\$ 5,232,624</b>	<b>\$ 527,525</b>



**Classification Fund 0001 — Cost Center 3135**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>27.0 \$</b>	<b>5,232,624 \$</b>	<b>527,525</b>

**Elmwood Men's Facility Fund 0001 — Cost Center 3136**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	344.0 \$	63,272,495 \$	4,874,826
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,023,890	—
IntraCounty Adjustments	—	(50,906)	24,352
Other Adjustments	—	(2,059,605)	—
<b>Subtotal (Current Level Budget)</b>	<b>344.0 \$</b>	<b>63,185,874 \$</b>	<b>4,899,178</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Increase Critical Training	—	107,500	—
Augment Staff for Inmate Health and Programming	6.0	768,366	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0 \$</b>	<b>875,866 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>350.0 \$</b>	<b>64,061,740 \$</b>	<b>4,899,178</b>

**Custodial Alternative Supervision-Fund 0001 — Cost Center 3142**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0 \$	871,297 \$	899,789
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(242,827)	—
IntraCounty Adjustments	—	(1,161)	(31,535)



### Custodial Alternative Supervision-Fund 0001 — Cost Center 3142 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	10,199	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 637,508</b>	<b>\$ 868,254</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>—</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 637,508</b>	<b>\$ 868,254</b>

### Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	14.0	\$ 2,670,666	\$ 520,513
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	84,096	—
IntraCounty Adjustments	—	(2,648)	17,265
Other Adjustments	—	4,659	—
<b>Subtotal (Current Level Budget)</b>	<b>14.0</b>	<b>\$ 2,756,773</b>	<b>\$ 537,778</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>—</b>
<b>Recommended Budget</b>	<b>14.0</b>	<b>\$ 2,756,773</b>	<b>\$ 537,778</b>

### Main Jail Complex Fund 0001 — Cost Center 023503 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	378.0	\$ 64,699,001	\$ 2,499,629
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	2,209,843	—
IntraCounty Adjustments	—	(52,259)	(106,839)





## Main Jail Complex Fund 0001 — Cost Center 023503 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	888,400	—
<b>Subtotal (Current Level Budget)</b>	<b>379.0</b>	<b>\$ 67,744,985</b>	<b>\$ 2,392,790</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Critical Training	—	107,500	—
Augment Staff for Inmate Health and Programming	5.0	614,496	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 721,996</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>384.0</b>	<b>\$ 68,466,981</b>	<b>\$ 2,392,790</b>

## Central Services Fund 0001 — Cost Center 023509 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ 1,214,932	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	42,924	—
IntraCounty Adjustments	—	(1,132)	—
Other Adjustments	—	(9,252)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,247,472</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 1,247,472</b>	<b>\$ —</b>

## Department of Correction— Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3400	Administration Fund 0001	\$ 4,167,570	\$ 4,726,424	\$ 5,522,465	\$ 6,013,410	\$ 1,286,986	27.2%
3406	Academy Fund 0001	1,882,621	1,932,081	2,316,748	2,317,251	385,170	19.9%
3407	Professional Compliance Audit Unit Fund 0001	—	—	234,257	384,497	384,497	n/a



## Department of Correction— Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3412	Internal Affairs Fund 0001	52,858	170,452	174,563	174,567	4,115	2.4%
3432	Admin Booking Fund 0001	4,027,766	4,828,113	5,142,529	5,159,625	331,512	6.9%
3435	Classification Fund 0001	990,994	1,084,148	1,376,731	1,380,137	295,989	27.3%
3436	Elmwood Men's Facility Fund 0001	19,522,543	21,075,933	21,905,557	22,661,047	1,585,114	7.5%
3442	Custodial Alternative Supervision-Fund 0001	48,834	80,299	76,747	76,750	(3,550)	-4.4%
024002	Administrative Services Bureau Fund 0001	4,718,478	5,699,000	6,842,501	6,882,304	1,183,304	20.8%
024003	Main Jail Complex Fund 0001	25,596,006	31,199,358	29,171,582	30,114,676	(1,084,682)	-3.5%
024008	Inmate Program Fund 0001	3,263,968	3,666,748	3,838,596	4,790,067	1,123,319	30.6%
024009	Central Services Fund 0001	15,218,219	15,991,597	16,766,697	17,116,273	1,124,676	7.0%
<b>Total Net Expenditures \$</b>		<b>79,489,858</b>	<b>90,454,153</b>	<b>93,368,973</b>	<b>97,070,604</b>	<b>6,616,451</b>	<b>7.3%</b>

## Department of Correction— Budget Unit 240 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3400	Administration Fund 0001	\$ 4,167,570	\$ 4,726,424	\$ 5,522,465	\$ 6,013,410	\$ 1,286,986	27.2%
3406	Academy Fund 0001	1,882,621	1,932,081	2,316,748	2,317,251	385,170	19.9%
3407	Professional Compliance Audit Unit Fund 0001	—	—	234,257	384,497	384,497	n/a
3412	Internal Affairs Fund 0001	52,858	170,452	174,563	174,567	4,115	2.4%
3432	Admin Booking Fund 0001	4,027,766	4,828,113	5,142,529	5,159,625	331,512	6.9%
3435	Classification Fund 0001	990,994	1,084,148	1,376,731	1,380,137	295,989	27.3%
3436	Elmwood Men's Facility Fund 0001	19,592,470	21,075,933	21,905,557	22,661,047	1,585,114	7.5%
3442	Custodial Alternative Supervision-Fund 0001	48,834	80,299	76,747	76,750	(3,550)	-4.4%
024002	Administrative Services Bureau Fund 0001	4,718,478	5,699,000	6,842,501	6,882,304	1,183,304	20.8%
024003	Main Jail Complex Fund 0001	25,596,006	31,199,358	29,171,582	30,114,676	(1,084,682)	-3.5%
024008	Inmate Program Fund 0001	3,264,316	3,666,748	3,838,596	4,790,067	1,123,319	30.6%
024009	Central Services Fund 0001	15,390,003	16,167,048	16,950,504	17,300,080	1,133,032	7.0%
<b>Total Gross Expenditures \$</b>		<b>79,731,917</b>	<b>90,629,604</b>	<b>93,552,780</b>	<b>97,254,411</b>	<b>6,624,807</b>	<b>7.3%</b>



## Department of Correction— Budget Unit 240 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 31,881,249	\$ 34,821,680	\$ 37,087,047	\$ 39,045,183	\$ 4,223,503	12.1%
Services And Supplies	47,624,878	55,807,924	56,465,733	58,209,228	2,401,304	4.3%
Fixed Assets	225,790	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 79,731,917</b>	<b>\$ 90,629,604</b>	<b>\$ 93,552,780</b>	<b>\$ 97,254,411</b>	<b>\$ 6,624,807</b>	<b>7.3%</b>
Expenditure Transfers	(242,059)	(175,451)	(183,807)	(183,807)	(8,356)	4.8%
<b>Total Net Expenditures</b>	<b>\$ 79,489,858</b>	<b>\$ 90,454,153</b>	<b>\$ 93,368,973</b>	<b>\$ 97,070,604</b>	<b>\$ 6,616,451</b>	<b>7.3%</b>

## Department of Correction— Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3400	Administration Fund 0001	\$ 2,340,851	\$ 2,571,165	\$ 2,219,179	\$ 1,915,186	\$ (655,979)	-25.5%
3406	Academy Fund 0001	28,267	—	—	—	—	—
3432	Admin Booking Fund 0001	397,218	367,184	16,549	3,514	(363,670)	-99.0%
3435	Classification Fund 0001	172,931	185,212	185,212	—	(185,212)	-100.0%
3436	Elmwood Men's Facility Fund 0001	1,117,519	1,290,968	1,079,789	743,353	(547,615)	-42.4%
024002	Administrative Services Bureau Fund 0001	928,541	924,003	946,849	595,799	(328,204)	-35.5%
024003	Main Jail Complex Fund 0001	8,590,883	8,472,984	5,281,990	4,888,574	(3,584,410)	-42.3%
024008	Inmate Program Fund 0001	2,357,417	2,404,308	2,410,550	2,442,137	37,829	1.6%
024009	Central Services Fund 0001	172,758	188,747	190,145	361,563	172,816	91.6%
	<b>Total Revenues</b>	<b>\$ 16,106,385</b>	<b>\$ 16,404,571</b>	<b>\$ 12,330,263</b>	<b>\$ 10,950,126</b>	<b>\$ (5,454,445)</b>	<b>-33.2%</b>

## Department of Correction— Budget Unit 240 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 988,294	\$ 1,193,691	\$ 1,087,628	\$ 1,087,628	\$ (106,063)	-8.9%
Charges For Services	10,814,153	11,068,502	7,638,152	6,245,212	(4,823,290)	-43.6%
Other Financing Sources	4,303,938	4,142,378	3,604,483	3,617,286	(525,092)	-12.7%
<b>Total Revenues</b>	<b>\$ 16,106,385</b>	<b>\$ 16,404,571</b>	<b>\$ 12,330,263</b>	<b>\$ 10,950,126</b>	<b>\$ (5,454,445)</b>	<b>-33.2%</b>



**Administration Fund 0001 — Cost Center 3400**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	8.0	\$ 4,726,424	\$ 2,571,165
Board Approved Adjustments During FY 2016	1.0	451,435	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	28,620	—
IntraCounty Adjustments	—	323,240	(145,923)
Other Adjustments	—	(7,254)	(206,063)
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 5,522,465</b>	<b>\$ 2,219,179</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,926	\$ —
Decision Packages			
Add Resources for Custody Leadership	1.0	290,402	—
Changes Inmate Welfare Fund Revenues	—	—	(303,993)
Address Inmate Grievances	1.0	197,617	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 490,945</b>	<b>\$ (303,993)</b>
<b>Recommended Budget</b>	<b>11.0</b>	<b>\$ 6,013,410</b>	<b>\$ 1,915,186</b>

**Academy Fund 0001 — Cost Center 3406**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	50.0	\$ 1,932,081	\$ —
Board Approved Adjustments During FY 2016	—	420,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,835	—
IntraCounty Adjustments	—	(58,770)	—
Other Adjustments	—	(398)	—
<b>Subtotal (Current Level Budget)</b>	<b>50.0</b>	<b>\$ 2,316,748</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 503	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 503</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>50.0</b>	<b>\$ 2,317,251</b>	<b>\$ —</b>



**Professional Compliance Audit Unit Fund 0001 — Cost Center 3407  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2016	1.0	237,140	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,883)	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0 \$</b>	<b>234,257 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Create Jail Inspections and Investigations Unit	1.0	75,120	—
Add Staff for New Jail Transition Team	1.0	75,120	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0 \$</b>	<b>150,240 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>3.0 \$</b>	<b>384,497 \$</b>	<b>—</b>

**Internal Affairs Fund 0001 — Cost Center 3412  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	170,452 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	4,610	—
Other Adjustments	—	(499)	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>174,563 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	4 \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>4 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>174,567 \$</b>	<b>—</b>



**Admin Booking Fund 0001 — Cost Center 3432**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	41.5 \$	4,828,113 \$	367,184
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	175,080	—
IntraCounty Adjustments	—	147,313	(350,635)
Other Adjustments	—	(7,977)	—
<b>Subtotal (Current Level Budget)</b>	<b>41.5 \$</b>	<b>5,142,529 \$</b>	<b>16,549</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	17,096 \$	—
Decision Packages			
Changes Inmate Welfare Fund Revenues	—	—	(13,035)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>17,096 \$</b>	<b>(13,035)</b>
<b>Recommended Budget</b>	<b>41.5 \$</b>	<b>5,159,625 \$</b>	<b>3,514</b>

**Classification Fund 0001 — Cost Center 3435**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0 \$	1,084,148 \$	185,212
Board Approved Adjustments During FY 2016	1.0	237,144	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	70,054	—
IntraCounty Adjustments	—	817	—
Other Adjustments	—	(15,431)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0 \$</b>	<b>1,376,731 \$</b>	<b>185,212</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	3,406 \$	—
Decision Packages			
Changes Inmate Welfare Fund Revenues	—	—	(185,212)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>3,406 \$</b>	<b>(185,212)</b>
<b>Recommended Budget</b>	<b>7.0 \$</b>	<b>1,380,137 \$</b>	<b>—</b>



**Elmwood Men's Facility Fund 0001 — Cost Center 3436**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	28.0	\$ 21,075,933	\$ 1,290,968
Board Approved Adjustments During FY 2016	—	1,230,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(5,125)	—
IntraCounty Adjustments	—	345,030	19,851
Other Adjustments	—	(740,281)	(231,030)
<b>Subtotal (Current Level Budget)</b>	<b>27.0</b>	<b>\$ 21,905,557</b>	<b>\$ 1,079,789</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 487,784	\$ —
Decision Packages			
Provide Support for Custody Operations	2.0	157,178	—
Changes Inmate Welfare Fund Revenues	—	—	(336,436)
Address Inmate Grievances	1.0	110,528	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 755,490</b>	<b>\$ (336,436)</b>
<b>Recommended Budget</b>	<b>30.0</b>	<b>\$ 22,661,047</b>	<b>\$ 743,353</b>

**Custodial Alternative Supervision-Fund 0001 — Cost Center 3442**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 80,299	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,391)	—
Other Adjustments	—	(1,161)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 76,747</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 76,750</b>	<b>\$ —</b>



## Administrative Services Bureau Fund 0001 — Cost Center 024002

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	33.0	\$ 5,699,000	\$ 924,003
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	130,831	—
IntraCounty Adjustments	—	1,008,845	22,846
Other Adjustments	—	3,825	—
<b>Subtotal (Current Level Budget)</b>	<b>33.0</b>	<b>\$ 6,842,501</b>	<b>\$ 946,849</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 39,803	\$ —
Decision Packages			
Changes Inmate Welfare Fund Revenues	—	—	(351,050)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 39,803</b>	<b>\$ (351,050)</b>
<b>Recommended Budget</b>	<b>33.0</b>	<b>\$ 6,882,304</b>	<b>\$ 595,799</b>

## Main Jail Complex Fund 0001 — Cost Center 024003

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	38.0	\$ 31,199,358	\$ 8,472,984
Board Approved Adjustments During FY 2016	1.0	369,978	(2,272,200)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	119,333	—
IntraCounty Adjustments	—	(2,463,762)	(91,674)
Other Adjustments	—	(53,325)	(827,120)
<b>Subtotal (Current Level Budget)</b>	<b>39.0</b>	<b>\$ 29,171,582</b>	<b>\$ 5,281,990</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 832,566	\$ —
Decision Packages			
Changes Inmate Welfare Fund Revenues	—	—	(393,416)
Address Inmate Grievances	1.0	110,528	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 943,094</b>	<b>\$ (393,416)</b>
<b>Recommended Budget</b>	<b>40.0</b>	<b>\$ 30,114,676</b>	<b>\$ 4,888,574</b>





## Inmate Program Fund 0001 — Cost Center 024008 Major Changes to the Budget

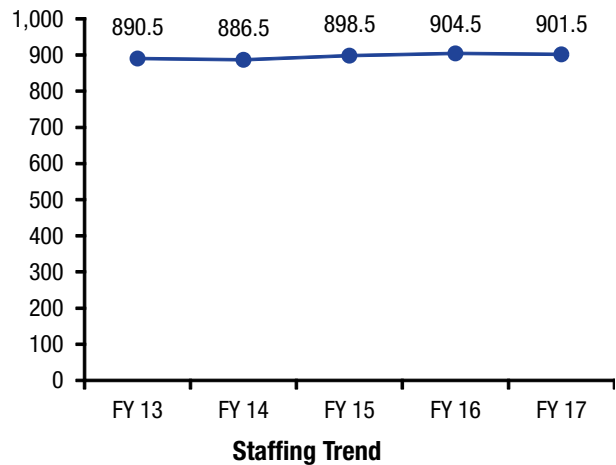
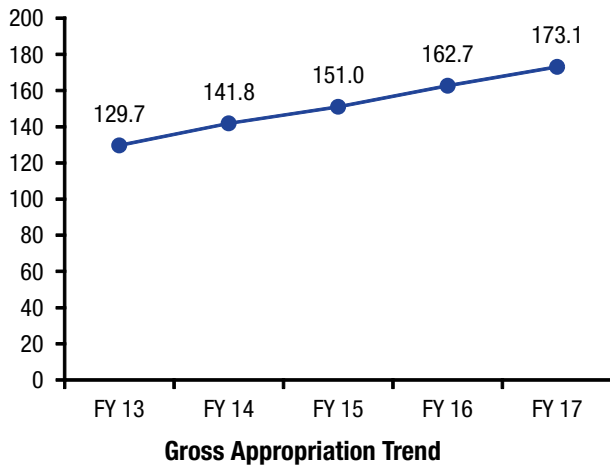
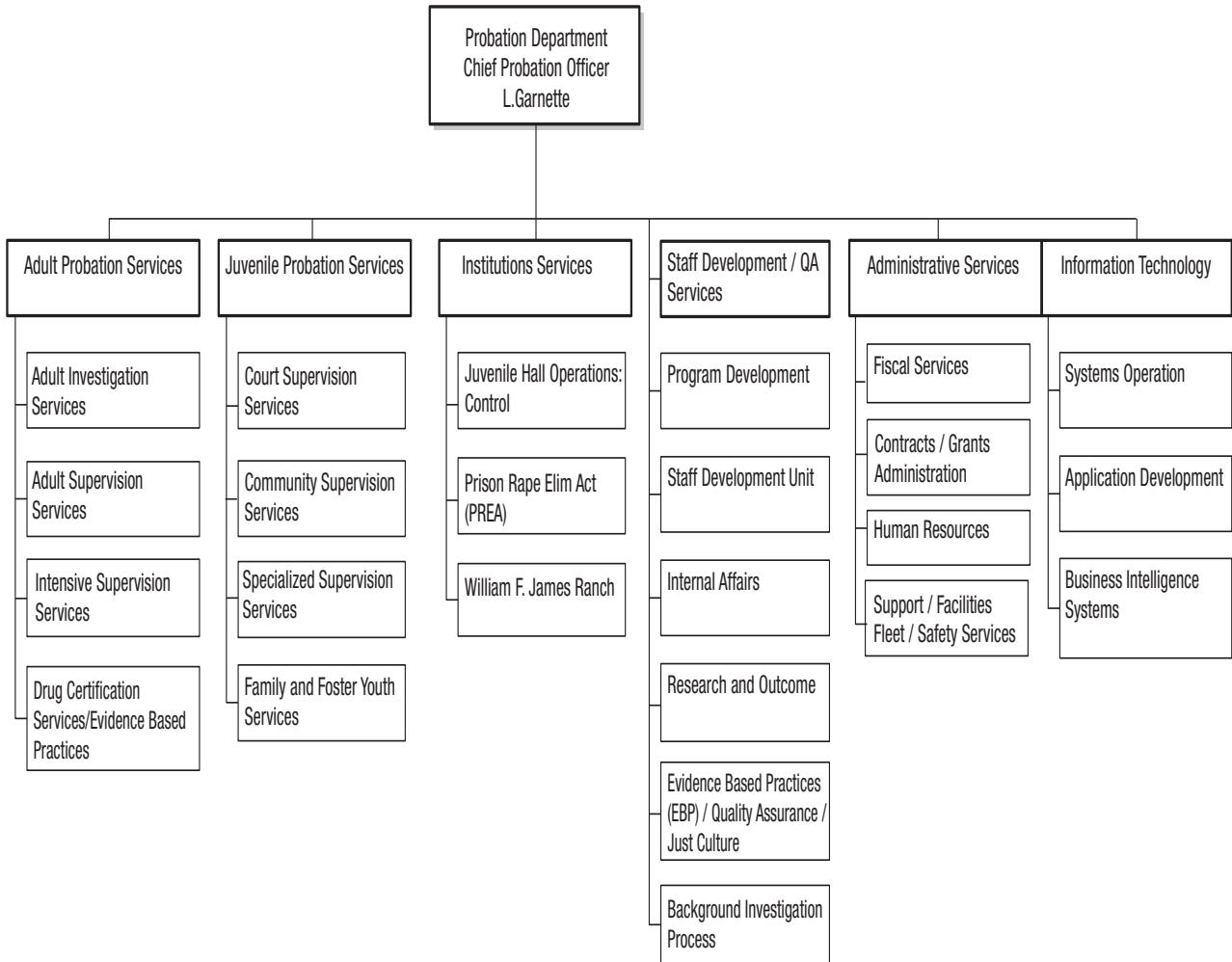
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	21.0	\$ 3,666,748	\$ 2,404,308
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	95,919	—
IntraCounty Adjustments	—	84,561	6,242
Other Adjustments	—	(8,632)	—
<b>Subtotal (Current Level Budget)</b>	<b>21.0</b>	<b>\$ 3,838,596</b>	<b>\$ 2,410,550</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 9,828	\$ —
Decision Packages			
Add Resources for Inmate Programs	8.0	941,643	—
Changes Inmate Welfare Fund Revenues	—	—	31,587
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>8.0</b>	<b>\$ 951,471</b>	<b>\$ 31,587</b>
<b>Recommended Budget</b>	<b>29.0</b>	<b>\$ 4,790,067</b>	<b>\$ 2,442,137</b>

## Central Services Fund 0001 — Cost Center 024009 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	93.0	\$ 15,991,597	\$ 188,747
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	394,510	—
IntraCounty Adjustments	—	418,962	1,398
Other Adjustments	—	(38,372)	—
<b>Subtotal (Current Level Budget)</b>	<b>94.0</b>	<b>\$ 16,766,697</b>	<b>\$ 190,145</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 42,576	\$ —
Decision Packages			
Replace Equipment for Food Services	—	307,000	—
Changes Inmate Welfare Fund Revenues	—	—	171,418
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 349,576</b>	<b>\$ 171,418</b>
<b>Recommended Budget</b>	<b>94.0</b>	<b>\$ 17,116,273</b>	<b>\$ 361,563</b>



# Probation Department



## 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.

### Juvenile Rehabilitation Facility

The Department operates the William F. James Ranch, which serves three distinct populations: young boys ages 13 to 15 ½, boys 15 ½ to 18 and girls up to 18 years old.

The youth are Court ordered to complete a six to eight month program. The ranch operates via a comprehensive cognitive treatment modality to provide services to the youth and families. Services and treatment are based on an individual case plan formulated through a Multi-Disciplinary Team (MDT). The team uses results from assessments and evaluations, as well as youth and family input, to develop a responsive strategy. Other services include education services, victim awareness classes, health realization classes, vocational training, chemical dependency treatment, life skills, family counseling, gang intervention, religious program services, health education, sports programs, sexual abuse treatment and sex offender counseling. As the youth progresses through the program, the team begins to plan for re-entry into the community. Two additional MDT meetings are convened where the re-entry plan is developed and formalized prior to the youth exiting the ranch. The youth will continue to receive supervision and support for ten weeks after leaving the ranch.

### 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 and Orientation 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 assessments in the following areas: educational, substance abuse, mental health, medical, and 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 unit also coordinates all contracted and volunteer program services for youth in Juvenile Hall.

## 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. The 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. The department is exploring ideas to expand this program during FY 16-17.

## Juvenile Probation Services

**Community Release Program (CRP)** The Community Release Program (CRP) provides intensive supervision without electronic monitoring for youthful offenders that are classified as low or moderate risk as compared to youth on EMP.

**Juvenile Education Partnership** The Department has partnered with Eastside Unified High School District and San Jose Unified School District to assist youth exiting from Juvenile Hall and the James Ranch Facility to re-enroll in their home school within two days. Each School District has an identified School Social Worker who connects with students in Juvenile Hall and the James Ranch Facility, and introduces youth to school administration on their first day.

**Prevention and Early Intervention** The program provides prevention, early intervention 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 recompense to juvenile crime victims, by providing victim awareness/effects of crime workshops and oversight of restitution payments to crime victims.

**Informal Juvenile and Traffic Court** This program diverts truancy cases and citations for minor offenses issued to juveniles in Santa Clara County. The program also serves as a liaison between the Department, school districts and the Courts for Juvenile matters.

**Community Based Probation Supervision** This function provides investigation and supervision services for youth who have been charged with a crime and 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. Some clients may be assigned to informal supervision with or without Court intervention, or the matter may be settled at intake without further disposition. Higher risk youth may receive some level of probation supervision services. These supervision services include referral of youth to community and school services that address the youths' highest needs in an effort to reduce recidivism and increase overall wellbeing.

**Special Programs Unit** Staff assigned to this Unit attend special Court sessions adjudicating certain types of cases for juvenile offenders, including a Juvenile Justice Co-Occurrence Court, or PATH2Services (Progress Achieved through Hope & Holistic Services), and a Juvenile Domestic Violence/Family Violence Court. PATH2Services is a diversionary probation program implemented in Juvenile Justice Court to address the needs of youth presenting to the court with specific mental health diagnoses, substance use disorders, co-occurring disorders.

**The E.D.G.E. (Encouraging Diversity, Growth and Education)/ P.E.A.K (Providing, Education, Alternatives, & Knowledge)** The EDGE is an intensive, therapeutic, day treatment program operated in collaboration with the Santa Clara County Office of Education that serves high risk probation youth in a community setting. The PEAK program is co-located and serves younger youth. The programs are modeled after the successful Enhanced Ranch Program, with the same staff and treatment modalities used.

**Family Preservation Unit** The Family Preservation Unit is comprised of a team of probation officers and a peer support worker with small, intensive caseloads who partner with Wraparound providers to keep high risk, high need youth safe and productive in the community. Most of these youth were previously either in secure

care or in out of home placement. An additional probation officer is assigned a small caseload of youth identified as at risk of being commercially sexually exploited (CSEC).

**Dually Involved Youth Unit** The Dually Involved Youth Unit is a partnership with the Department of Family and Children's Services (DFCS) and Department of Behavior Health Services (DBHS). The unit pairs Probation Officers and Social Workers to work collaboratively with high need clients who are involved in both the juvenile justice and child social services systems. The clients generally have a history of involvement with DFCS and are escalating in their criminal behavior. Staff are co-located in the community and partner with a Youth Advocate, funded by the DBHS to utilize a family centered approach to services. Through a formalized, coordinated and holistic approach by which DFCS and the Juvenile Probation Department work together to identify youth who are susceptible to crossing over, and jointly provide appropriate services.

**Placement Unit** This Unit is responsible for locating an appropriate out-of-home placement for youth with unique treatment and residential requirements that cannot be met in their homes. Probation officers provide case management and supervision with the overall goal of family reunification, or if not possible, successful emancipation. This unit also includes youth who are eligible and voluntarily participating in extended foster care services (after age 18), focusing on independent living skills, competency building and are placed in supportive living environments.

**Community Based Re-Entry Services** The juvenile re-entry program compliments the design of the enhanced ranch program that provides clients who have graduated from the James Ranch or are exiting from a long term commitment in the Juvenile Hall, with six months of services to assist in their transition back into the community.

### Adult Probation Services

Under Adult Probation Services the Department provides pre-sentence investigation and comprehensive assessments and evaluations of the social and legal elements of cases and provides 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).

**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 maintaining public safety.

Additionally, this unit provides intensive supervision and services to high-risk sex offenders and other probationers who are at high risk to re-offend.

**High Risk Offender Units - Public Safety Realignment and Re-Entry** These units assess and supervise offenders being released from the California Department of Corrections and Rehabilitation (CDCR) on Post Release Community Supervision (PRCS) and/or the County Jail on Mandatory Sentencing (MS) 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 Behavioral Health Department (including both mental health and substance abuse) and are linked to services specifically focused on their criminogenic needs offered through community-based organizations.

**High Risk Offender Unit - SB678** 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 violating the terms of their probation or of re-offending while on probation and are at risk of being committed to state prison. These caseloads include serious offenders and cases involving high level gang involvement and violence. 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.

This unit also supervises clients that are placed on Deferred Entry of Judgment (DEJ), which is a drug diversion program for first time drug offenders coming through the Criminal Justice System. Upon completion of requirements, the charges are dismissed and the client's record is cleared.

**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. Staff assigned to this Unit also facilitate peer support groups in the community to assist these high-risk and high need clients.

**Domestic Violence Unit** This specialized Unit supervises the most serious domestic violence offenders. 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 certified and supervised by a probation officer assigned to this Unit.

**Adult Court Units** The Adult Court 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.

**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.

**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.

**Administrative Monitoring Team** The Administrative Monitoring Team consists of probation officers who supervise low risk probationers who can be monitored without traditional supervision intervention, based on their risk. These probation officers and clerical support work together to ensure clients in the Administrative Monitoring or banked caseload are monitored to ensure the completion of Court ordered conditions such as the payment of financial obligations, treatment, and community service work.

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## Current and Emerging Issues

### Adult Development and expansion of Electronic Monitoring Program

The Department is continuing to develop a continuum of services for adults involved in the criminal justice system, are committed to infusing evidence based practices throughout the operation, and ensuring that

service delivery models and programming efforts are based on best practices that will provide positive outcomes for our clients.

The Department is using these principals to enhance and improve the Electronic Monitoring Program which serves as an alternative to incarceration for adults who would otherwise serve custody in the County Jail. Clients in this program are able to maintain their employment in the community, attend school or

vocational programs and participate in counseling or rehabilitation programs in the community. The Department is exploring ideas to expand the program to have more coverage throughout the day and on weekends, to employ the use of an assessment tool, to implement the use of cognitive tools and programming, and to provide more face to face supervision and the appropriate supervision and response to match the risk level of the client. The Department will also collect important demographic and program data to be able to report out on program outcomes and use data to continually improve the program.

### **Adult Commercial Sexual Exploitation Program**

Adult Services has recently added a new deputy probation officer position to work closely with our partners to help develop local protocols and appropriate responses and services for adult sexual exploitation victims. These victims that have found themselves involved in the adult criminal system and are in need of intensive support services. This probation officer will be providing subject matter expertise, supervision and support to sexual exploited victims under supervision and act as a resource to other probation officers throughout the division who may have clients who are at-risk or suspected of being victims of sexual exploitation. The Probation Department will also be partnering with community based organizations to ensure the needed services such as mental health counseling, substance abuse treatment, job training and educational support are in place. An important piece of this work is the continued communication and collaboration with our partners in the community as well as participation in committees and workgroups pertaining to commercially sexually exploited transition youth or adults.

### **Adult Services Collaborative DFCS Caseload**

Adult Services has recently added a new deputy probation officer position to work closely with our partners in the Department of Family and Children's Services (DFCS) in serving clients who have children involved in DFCS as a direct result of their criminal involvement. DFCS commonly intervenes when a parent is arrested and unavailable to care for their children. This probation officer will be working in collaboration with DFCS to motivate clients to accept services, increase the chance of reunification, and reduce the duplication of services. Probation is developing policies and procedures to identify clients who have open DFCS cases and will assist with

successful reunification, and create a safety plan for the client's children in the event the client is arrested again, identify best practices for serving this population, implement strategies, and create communication expectations between departments.

### **Juvenile Hall Assessment and Orientation Unit (A&O)**

New admits to Juvenile Hall are housed in the Assessment and Orientation (A&O) Unit. The goal of the A&O unit is to minimize the exposure of high risk and/or repeat offender youth with the first-time offenders detained in Juvenile Hall. With their assigned counselors, youth review their Title 15 rights and rules within Juvenile Hall. Youth learn about phone call rules, visiting hours, appeals, and grievance procedures. They also receive medical, educational, mental health and drug and alcohol assessments. Programs such as Fresh Lifelines for Youth (FLY), Food Service, Mental Health, Medical, and the Chaplaincy explain their services. The daily structured activities are clearly outlined and communicated.

Upon leaving the unit they complete an exit survey. All assessments and orientations are documented in a youth services plan, which is transferred with the youth to another unit if the youth is to remain in custody after their detention hearing.

### **18-21 Year olds in Juvenile Hall as a Pilot Diversion Program:**

Although this a very preliminary proposal, several California Counties are exploring the possibility of housing certain young adults in this age group, who meet specific requirements, in Juvenile Hall instead of in the County Jail. Senator Hill is co-sponsoring a bill with the Chief Probation Officers of California outlining the requirements to participate. The Probation Department has provided input regarding the bill and is excited about the proposal, if the details can be crafted in a manner that allows operation of Juvenile Hall safely and without compromising the litany of services the youth now receive. The existing staffing pattern can support a pilot of up to 30 young adults.

### **William F. James Ranch Construction**

The William F. James Ranch construction is a Senate Bill 81 Local Youthful Offender project funded in part through grant dollars and a County match of general



fund dollars. The Board of State and Community Corrections (BSCC) is responsible for managing the grant funding of this project.

In August 2006 the Probation Department redesigned its rehabilitation programs at the Muriel Wright Center and the William F. James Ranch. The redesign moved operations from a correctional model to a therapeutic model. Included in the redesign was extensive training of staff in cognitive behavioral approaches for group and individual processing. Additionally, the physical plant was modified to provide for a more homelike environment. The military style barracks with long rows of metal bunks was transformed into makeshift pod type units created with the use of temporary partitions in an effort to create individual spaces to support the smaller group counseling processing of the new program. Although the 50 year old facility had been modified, its general structure no longer met the needs of the new program. The new construction will include a new dormitory, which will allow for improved risk classification separation of youth, as well as a new gymnasium, kitchen and dining facility.

### **James Ranch Security**

The James Ranch is a fenced, minimum-security county rehabilitation facility for juvenile males and females, ages 14 to 18 years. The James Ranch operates 24/7 and has a capacity of 72 youth (60 males and 12 females). The James Ranch lies within the limits of the City of Morgan Hill on 27 acres of land adjacent to the eastern foothills. The minimum-security design of the James Ranch is dated and has resulted in challenges in providing safety and security. Probation is re-evaluating internal security measures.

The Probation Department has procured professional services for a security needs assessment of the James Ranch facility. The assessment shall include internal security measures, a security systems study, and a security related architectural needs.

### **Assembly Bill 403 - Continuum Care Reform**

In January 2015, Assembly Bill 403 (AB 403) was implemented which outlines recommended revisions to the state's current foster care rate setting system, services and programs serving children and families in Foster Care eligible placement settings. Research indicates that foster youth who live in congregate care settings are more likely than those who live with families to suffer a variety of negative short- and long-term outcomes. Such placements are associated with the

creation of lifelong institutionalized behaviors, an increased likelihood of being involved with the juvenile justice system and the adult correctional system, and low educational attainment levels. AB 403 mandates a new rate structure for all foster care placements, redefines congregate care (group homes) to Short Term Residential Treatment Centers and emphasizes the need for probation and providers to engage the child, youth and family and their formal and informal supports in the assessment, placement and service planning through a teaming process. While Probation has reduced the number of youth placed in congregate care significantly since 2011, this reform will greatly impact probation and its placement process and use of various levels of foster care for juvenile justice youth.

### **Title IV-E California Well Being Project (Title IV-E Waiver)**

In October 2014, the County of Santa Clara, jointly with the Department of Family and Children's Services (DFCS) entered into a 5 year, Title IV-E (Foster Care) California Well-Being Project. The Well Being Project is a federal program that provides a capped funding allocation to participating counties that are contingent upon an approved submitted Title IV-E Waiver Plan. Plans are approved and funds are monitored by the California Department of Social Services. The capped allocation is in lieu of the quarterly fluctuating administrative funding stream. The overall goals of the project are to improve the array of services and supports available to children, youth and families involved in the child welfare and probation systems, engage families through more individualized casework with an emphasis on family involvement, increase child safety without an over-reliance on out of home care, improve permanency outcomes and child/family well-being, and to decrease recidivism and delinquency for youth involved with probation. Currently, the plan submitted includes a subset of higher risk youth, regardless of their legal status, to receive wraparound services. The Well Being Project includes a required evaluation component of wraparound services, which was identified by all the participating probation departments as a primary intervention of the project. The Project has provided wraparound services to approximately 180 juvenile justice youth annually, many of whom were diverted from being placed in foster care.



## Dually Involved Youth Initiative

The Courts, Probation Department and the Department of Family and Children's Services (DFCS) have partnered to implement new programming to address the needs of youth involved in both the juvenile justice and child welfare systems. This process has included on-going leadership by a robust group of stakeholders who have met monthly for over two years. A Dually Involved Youth Unit, consisting of probation officers, social workers and a youth advocate, was established in FY13-14 in an effort to create an environment in which staff from different disciplines work together to understand and serve the family unit as a whole and respond effectively to the complex needs of the youth and family. This team is empowered and encouraged to develop non-traditional solutions to meet specific needs. The initial group of youth and families served by this model are showing very promising outcomes. Additionally, many other jurisdictions nationally are attempting to replicate this strategy in their own systems. Many more youth and families could benefit from this unique approach, but the unit reached full capacity. As a result, in FY 15-16 the

Dually Involved Youth Unit expanded to serve more youth and families in this holistic manner, anticipating to serve 32 youth annually.

## Commercially Sexually Exploited Children (CSEC)

Pursuant to Senate Bill 855, the Welfare and Institutions code has been amended to clarify that "commercially and sexually exploited children whose parents or guardians failed or were unable to protect them may be adjudged dependents of the juvenile court." Additionally, counties can participate in a state funded county CSEC Program administered by the California Department of Social Services (CDSS.) As part of this program, the Department of Family and Children's Services (DFCS) with the participation of the Probation Department and other mandated partners, developed a local protocol pending implementation. In support of DFCS's efforts to appropriately respond to the unique needs of this population, Probation has designated a probation officer in each Division, Adult and Juvenile, to specifically supervise this population. Other elements to be in compliance with the agreed upon Protocol are pending implementation with the assistance of a technical assistance provider.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Contract Services in Adult Division	↑	Provide increased Cognitive Behavioral Services to adult clients	—	\$300,000	—
Augment Staff in Fiscal-Payroll	●	Reduce staff overtime	1.0	\$88,018	(\$14,669)
Augment Staff in Juvenile Division for Increased Reporting	↑	Increase data analysis and preparation of reports	1.0	\$143,600	(\$23,933)
Augment Staffing in Human Resources for Background Services	↑	Reduce vacancies by expediting recruitment	1.0	\$133,653	(\$22,275)
Delete Chronically Vacant Positions	↓	Deleting these vacant positions will not impact services.	(6.0)	(\$475,932)	—

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

### ↑ Augment Contract Services in the Adult Division

**Recommended Action:** Allocate funding to support delivery of Cognitive Behavioral Treatment for adult probationers, who are not eligible for programs funded

by other sources.

**Service Impact:** This allocation will provide services to address the probationer's criminogenic needs with the social learning and cognitive-behavioral programs most likely to effect change in the offender's behavior. The Department will contract for services that will best



meet the individual's needs regarding criminal personality, antisocial attitudes, values and beliefs, and substance abuse.

**Background:** The Santa Clara Probation Department is committed to providing supervision and services to adult clients on probation that follows evidence-based practices.

The Probation Department uses the Correctional Assessment and Intervention System (CAIS) which is a validated assessment tool identifying risk, criminogenic needs and underlying motivation for criminal behavior. Criminogenic needs are characteristics, traits, problems or issues of an individual that directly relate to the individual's likelihood to re-offend and commit another crime. These break down into two categories: static and dynamic. Static factors cannot be changed or addressed by any sort of program or therapy in the prevention of future crimes. Examples of static factors include age at the time of first arrest, criminal history, residing in a single-parent home, and so forth. Generally, these are structural elements of a person's life that partially led them to commit crime. In contrast, dynamic factors could be lack of respect for authority, antisocial behavior, lack of literacy or job skills, or other expressed nonconformist behaviors, values and attitudes that are correlated with criminal activity. These factors can be addressed by therapy, training, education and/or targeted programming and subsequently altered to result in more law-abiding behavior. A probationer may have multiple highly significant criminogenic needs which are directly linked to criminal behavior.

**Ongoing Cost: \$300,000**

### ● Augment Staff in Fiscal-Payroll

**Recommended Action:** Add 1.0 FTE Account Clerk II/I position to the Payroll Unit.

**Service Impact:** Probation has a high volume of biweekly payroll data entry for the 24-hour operation facilities (Juvenile Hall and James Ranch). Three Account Clerks currently work overtime on the weekends to complete payroll entries in order to meet

County payroll deadlines. The addition of one Account Clerk II/I will help the department to meet County payroll deadlines with less use of overtime.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$88,018**

**One-time Savings: \$14,669**

Salary savings reflecting time for recruitment

### ↑ Augment Staff in Juvenile Division for Increased Reporting

**Recommended Action:** Add 1.0 FTE Senior Management Analyst/Management Analyst position for increased reporting.

**Service Impact:** The addition of a Senior Management Analyst to the Juvenile Division will provide assistance with systemic Criminal Justice data requests, construction and oversight of mandated reports, and will add essential infrastructure to the Probation Department.

**Background:** California Department of Social Services requires regular reporting to ensure compliance with specific federal outcome measures for foster care youth. This is coupled with the County's participation in the Federal Title IV-E Waiver Project aimed at improving the well-being for foster care youth and reducing the reliance on out of home foster care. Some of those report requirements include the quarterly Title IV-E Waiver progress reports, a data laden report outlining the Department's primary intervention, the Wraparound Program that serves approximately 180 youth on an annual basis. Specific data indicators are being identified at the state level and will impact the Juvenile Division and its capacity for maintaining this level of reporting.

Additionally, there is local quarterly reporting and annual reporting that are data heavy for the State's System Improvement Plan, and annual reporting with follow up reports regarding the Dually Involved Youth Unit.

**Positions Added: 1.0**

**Ongoing Cost: \$143,600**

**One-time Savings: \$23,933**

Salary Savings reflecting time for recruitment

### ↑ Augment Staffing in Human Resources for Background Services

**Recommended Action:** Add 1.0 FTE Management Analyst/Associate Management Analyst B/Associate Management Analyst A position to the Human Resources Unit.

**Service Impact:** Adding this resource will reduce the current time to complete background checks from an average of eight months to a more manageable level. Expedited background check review will shorten the recruitment time resulting in less overtime, less overall vacancies in the department, and a more successful recruitment process. Less vacancies result in higher levels of client services overall.

**Background:** In July of 2013, a Management Audit of the Probation Department completed by Harvey Rose and presented to the Board of Supervisors found that the Probation Department performs thorough background checks prior to hiring all of its peace officer classifications and completes criminal history checks (Livescans) and references on all potential new hires in its non-sworn civilian support staff positions.

The auditors reported that the Sheriff's Office conducts thorough background checks on every employee regardless of their position. As a result of their process, the Sheriff's Office had disqualified about 38% of their applicants for non-sworn positions. These same disqualified applicants from the Sheriff's Office may potentially be hired by Probation, who hires approximately 25 non-sworn employees per year. The auditors recommended a more thorough background similar to those completed on peace officer applicants be conducted on Probation non-sworn positions.

A more thorough background process will increase the department's ability to filter out less than desirable applicants.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$133,653**

**One-time Savings: \$22,275**

Salary savings reflecting time for recruitment

### ↓ Delete Chronically Vacant Positions

**Recommended Action:** Delete 6.0 FTEs Food Service Worker positions that have been chronically vacant for more than two years.

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above positions are recommended for deletion and will generate a net savings Countywide.

There is no service impact in Probation as a result of this action.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget

**Positions Deleted: 6.0 FTE**

**Ongoing Savings: \$475,932**

### Probation Department— Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3710	Information Services Fund 0001	3,763,185	4,696,201	5,455,312	5,510,818	814,617	17.3%
3720	Administrative Svcs Fund 0001	14,873,367	18,959,083	19,380,514	19,688,824	729,741	3.8%
3722	Staff Training Fund 0001	1,143,006	1,406,508	1,473,689	1,474,488	67,979	4.8%



**Probation Department— Budget Unit 246  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
024615	Adult Probation Svcs Div Fund 0001	40,278,973	45,318,535	49,662,587	49,992,459	4,673,924	10.3%
024616	Juvenile Probation Svcs Div Fund 0001	32,345,403	36,585,581	38,565,985	38,707,151	2,121,570	5.8%
024617	Institution Services Division - Fund 0001	54,714,712	56,352,250	57,742,639	57,306,687	954,437	1.7%
<b>Total Net Expenditures \$</b>		<b>147,118,645 \$</b>	<b>163,318,159 \$</b>	<b>172,280,727 \$</b>	<b>172,680,428 \$</b>	<b>9,362,269</b>	<b>5.7%</b>

**Probation Department— Budget Unit 246  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3710	Information Services Fund 0001	3,763,185	4,696,201	5,455,312	5,510,818	814,617	17.3%
3720	Administrative Svcs Fund 0001	15,021,728	19,144,013	19,565,444	19,873,754	729,741	3.8%
3722	Staff Training Fund 0001	1,143,006	1,406,508	1,473,689	1,474,488	67,979	4.8%
024615	Adult Probation Svcs Div Fund 0001	40,367,066	45,539,043	49,750,680	50,080,552	4,541,509	10.0%
024616	Juvenile Probation Svcs Div Fund 0001	32,371,481	36,585,581	38,695,572	38,836,738	2,251,157	6.2%
024617	Institution Services Division - Fund 0001	54,714,712	56,352,250	57,742,639	57,306,687	954,437	1.7%
<b>Total Gross Expenditures \$</b>		<b>147,381,176 \$</b>	<b>163,723,597 \$</b>	<b>172,683,337 \$</b>	<b>173,083,038 \$</b>	<b>9,359,441</b>	<b>5.7%</b>

**Probation Department— Budget Unit 246  
Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 130,334,055	\$ 140,626,932	\$ 148,399,985	\$ 148,228,447	\$ 7,601,515	5.4%
Services And Supplies	17,047,121	23,096,665	24,283,352	24,854,591	1,757,926	7.6%
<b>Total Gross Expenditures \$</b>	<b>147,381,176 \$</b>	<b>163,723,597 \$</b>	<b>172,683,337 \$</b>	<b>173,083,038 \$</b>	<b>9,359,441</b>	<b>5.7%</b>
Expenditure Transfers	(262,531)	(405,438)	(402,610)	(402,610)	2,828	-0.7%
<b>Total Net Expenditures \$</b>	<b>147,118,645 \$</b>	<b>163,318,159 \$</b>	<b>172,280,727 \$</b>	<b>172,680,428 \$</b>	<b>9,362,269</b>	<b>5.7%</b>



### Probation Department— Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3710	Information Services Fund 0001	\$ 2,499	\$ —	\$ —	\$ —	—	—
3720	Administrative Svcs Fund 0001	19,587,023	18,546,679	19,256,684	19,256,684	710,005	3.8%
024615	Adult Probation Svcs Div Fund 0001	13,682,166	13,704,502	14,083,147	14,083,147	378,645	2.8%
024616	Juvenile Probation Svcs Div Fund 0001	3,096,992	6,497,762	6,691,081	6,691,081	193,319	3.0%
024617	Institution Services Division - Fund 0001	278,366	280,052	280,052	280,052	—	—
<b>Total Revenues</b>		<b>\$ 36,647,046</b>	<b>\$ 39,028,995</b>	<b>\$ 40,310,964</b>	<b>\$ 40,310,964</b>	<b>\$ 1,281,969</b>	<b>3.3%</b>

### Probation Department— Budget Unit 246 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 30,763,423	\$ 30,932,294	\$ 31,913,351	\$ 31,913,351	\$ 981,057	3.2%
Aid From Government Agencies - State	1,374,565	875,013	1,014,255	1,014,255	139,242	15.9%
Aid From Government Agencies - Federal	3,865,652	6,616,514	6,778,184	6,778,184	161,670	2.4%
Charges For Services	602,413	544,074	544,074	544,074	—	—
Licenses, Permits, Franchises	500	1,000	1,000	1,000	—	—
Fines, Forfeitures, Penalties	40,253	60,100	60,100	60,100	—	—
Revenue From Use Of Money/Property	240	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 36,647,046</b>	<b>\$ 39,028,995</b>	<b>\$ 40,310,964</b>	<b>\$ 40,310,964</b>	<b>\$ 1,281,969</b>	<b>3.3%</b>

### Information Services Fund 0001 — Cost Center 3710 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	18.0	\$ 4,696,201	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	50,314	—
IntraCounty Adjustments	—	710,870	—
Other Adjustments	—	(2,073)	—
<b>Subtotal (Current Level Budget)</b>	<b>18.0</b>	<b>\$ 5,455,312</b>	<b>\$ —</b>



**Information Services Fund 0001 — Cost Center 3710**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 55,506	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 55,506</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.0</b>	<b>\$ 5,510,818</b>	<b>\$ —</b>

**Administrative Svcs Fund 0001 — Cost Center 3720**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	75.0	\$ 18,959,083	\$ 18,546,679
Board Approved Adjustments During FY 2016	1.0	(55,047)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	294,690	—
IntraCounty Adjustments	—	504,773	570,763
Other Adjustments	—	(322,985)	139,242
<b>Subtotal (Current Level Budget)</b>	<b>75.0</b>	<b>\$ 19,380,514</b>	<b>\$ 19,256,684</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 123,583	\$ —
Decision Packages			
Augment Staff in Fiscal-Payroll	1.0	73,349	—
Augment Staffing in Human Resources for Background Services	1.0	111,378	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 308,310</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>77.0</b>	<b>\$ 19,688,824</b>	<b>\$ 19,256,684</b>

**Staff Training Fund 0001 — Cost Center 3722**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ 1,406,508	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,243	—



**Staff Training Fund 0001 — Cost Center 3722**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	1,844	—
Other Adjustments	—	4,093	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,473,689</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 799	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 799</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 1,474,488</b>	<b>\$ —</b>

**Adult Probation Svcs Div Fund 0001 — Cost Center 024615**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	273.0	\$ 45,318,535	\$ 13,704,502
Board Approved Adjustments During FY 2016	3.0	546,203	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	3,487,788	—
IntraCounty Adjustments	—	373,027	716,975
Other Adjustments	—	(62,966)	(338,330)
<b>Subtotal (Current Level Budget)</b>	<b>278.0</b>	<b>\$ 49,662,587</b>	<b>\$ 14,083,147</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 29,872	\$ —
Decision Packages			
Augment Contract Services in the Adult Division	—	300,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 329,872</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>278.0</b>	<b>\$ 49,992,459</b>	<b>\$ 14,083,147</b>

**Juvenile Probation Svcs Div Fund 0001 — Cost Center 024616**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	194.0	\$ 36,585,581	\$ 6,497,762
Board Approved Adjustments During FY 2016	-1.0	(183,547)	—
Cost to Maintain Current Program Services			



**Juvenile Probation Svcs Div Fund 0001 — Cost Center 024616**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	-1.0	2,052,652	—
IntraCounty Adjustments	—	179,726	193,319
Other Adjustments	—	(68,427)	—
<b>Subtotal (Current Level Budget)</b>	<b>192.0</b>	<b>\$ 38,565,985</b>	<b>\$ 6,691,081</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 21,499	\$ —
Decision Packages			
Augment Staff in Juvenile Division for Increased Reporting	1.0	119,667	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 141,166</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>193.0</b>	<b>\$ 38,707,151</b>	<b>\$ 6,691,081</b>

**Institution Services Division - Fund 0001 — Cost Center 024617**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0318-Juvenile Welfare Trust (Fund Number 0318)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	337.5	\$ 56,317,250	\$ 245,052
Board Approved Adjustments During FY 2016	-3.0	(464,890)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,208,913	—
IntraCounty Adjustments	—	(217,840)	—
Other Adjustments	—	(135,794)	—
<b>Subtotal (Current Level Budget)</b>	<b>334.5</b>	<b>\$ 57,707,639</b>	<b>\$ 245,052</b>



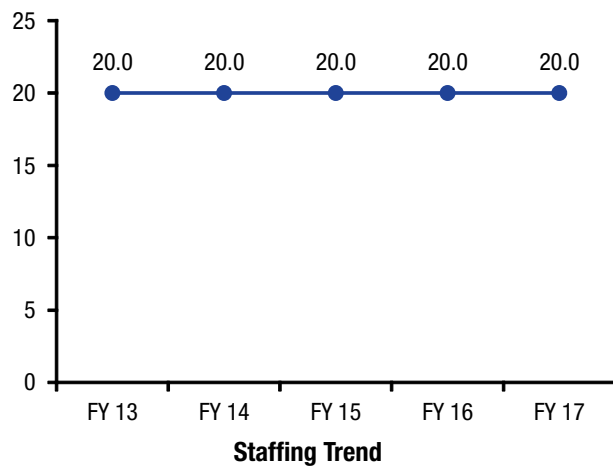
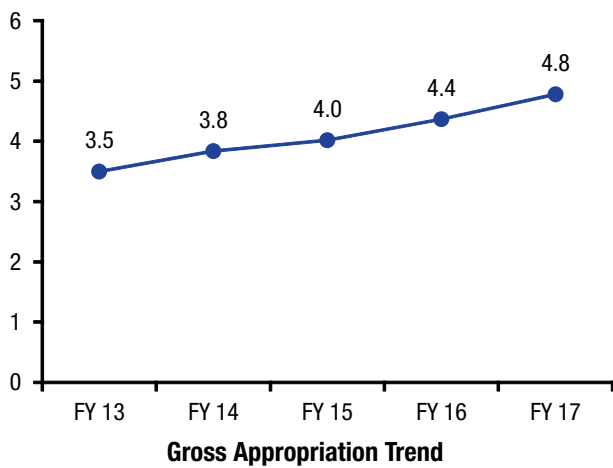
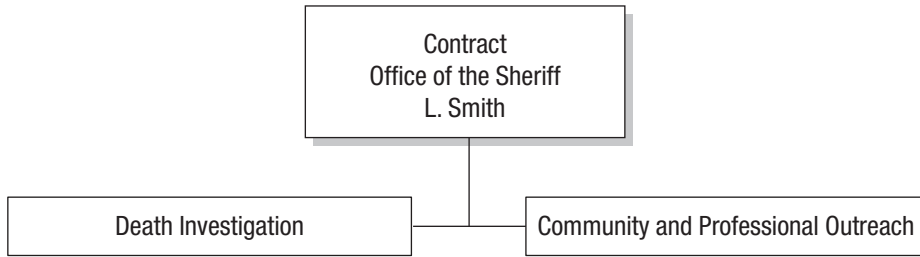


**Institution Services Division - Fund 0001 — Cost Center 024617**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 39,980	\$ —
Decision Packages			
Delete ChronicallyVacant Positions	-6.0	(475,932)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-6.0</b>	<b>\$ (435,952)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>328.5</b>	<b>\$ 57,271,687</b>	<b>\$ 245,052</b>



# Medical Examiner-Coroner



## 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

### Facility Improvements

There are numerous facility improvements in process. The Board approved an office renovation as part of the FY 15-16 Adopted Budget. The facility improvements will allow for more office space for the Forensic Technician staff and toxicology processing. Also, space is being added for the Investigators' office to allow for more workspaces and a processing work station that will accommodate more than one person. Other improvements include re-flooring the intake area and cameras to monitor the back parking lot and intake doors.

### Mobile Mass Casualty Autopsy Station

The Department is exploring the possibility of securing homeland security grant funds to support a Mobile Mass Casualty Autopsy Station. This would be part of the initial processing of decedents after recovery and scene documentation. Grant funds are being sought for a four-walled temporary structure, a wastewater and biohazard collection system, mobile gurneys, and a scale to weigh decedents.

## Records Management

The Department is looking at solutions for management of files, including a filing system and the conversion of old x-rays. A file management system would allow for faster document retrieval, and the conversion of old x-rays to digital.

## County Executive's Recommendation

Maintain the Current Level Budget for FY 16-17.

### Med Exam-Coroner Fund 0001— Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 4,272,314	\$ 4,352,233	\$ 4,775,461	\$ 4,781,539	\$ 429,306	9.9%
<b>Total Net Expenditures</b>		<b>\$ 4,272,314</b>	<b>\$ 4,352,233</b>	<b>\$ 4,775,461</b>	<b>\$ 4,781,539</b>	<b>\$ 429,306</b>	<b>9.9%</b>

### Med Exam-Coroner Fund 0001— Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 4,272,314	\$ 4,352,233	\$ 4,775,461	\$ 4,781,539	\$ 429,306	9.9%
<b>Total Gross Expenditures</b>		<b>\$ 4,272,314</b>	<b>\$ 4,352,233</b>	<b>\$ 4,775,461</b>	<b>\$ 4,781,539</b>	<b>\$ 429,306</b>	<b>9.9%</b>

### Med Exam-Coroner Fund 0001— Budget Unit 293 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 3,336,300	\$ 3,509,387	\$ 3,733,547	\$ 3,733,547	\$ 224,160	6.4%
Services And Supplies	849,677	842,846	1,041,914	1,047,992	205,146	24.3%
Fixed Assets	86,336	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>\$ 4,272,314</b>	<b>\$ 4,352,233</b>	<b>\$ 4,775,461</b>	<b>\$ 4,781,539</b>	<b>\$ 429,306</b>	<b>9.9%</b>



**Med Exam-Coroner Fund 0001— Budget Unit 293**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 396,144	\$ 341,367	\$ 341,367	\$ 341,367	—	—
<b>Total Revenues</b>		<b>\$ 396,144</b>	<b>\$ 341,367</b>	<b>\$ 341,367</b>	<b>\$ 341,367</b>	<b>—</b>	<b>—</b>

**Med Exam-Coroner Fund 0001— Budget Unit 293**  
**Revenues by Type**

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Licenses, Permits, Franchises	\$ 32,395	\$ 24,437	\$ 24,437	\$ 24,437	—	—
Charges For Services	61,462	40,000	40,000	40,000	—	—
Other Financing Sources	302,287	276,930	276,930	276,930	—	—
<b>Total Revenues</b>	<b>\$ 396,144</b>	<b>\$ 341,367</b>	<b>\$ 341,367</b>	<b>\$ 341,367</b>	<b>—</b>	<b>—</b>

**Med-Exam/Coroner Fund 0001 — Cost Center 3750**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	20.0	\$ 4,352,233	\$ 341,367
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	234,097	—
IntraCounty Adjustments	—	222,568	—
Other Adjustments	—	(33,437)	—
<b>Subtotal (Current Level Budget)</b>	<b>20.0</b>	<b>\$ 4,775,461</b>	<b>\$ 341,367</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 6,078	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 6,078</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>20.0</b>	<b>\$ 4,781,539</b>	<b>\$ 341,367</b>





# Section 3: Children, Seniors and Families

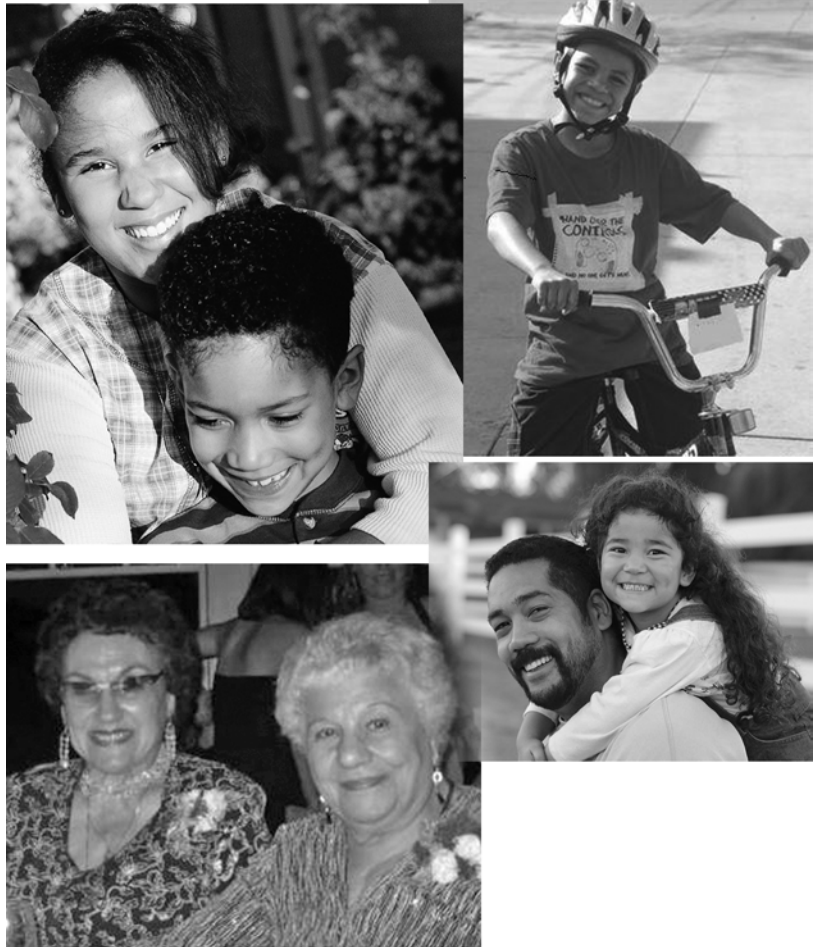
Section 3: Children, Seniors,  
and Families



## 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

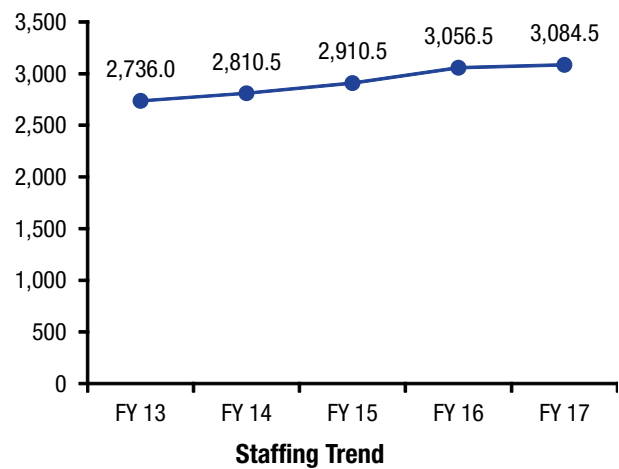
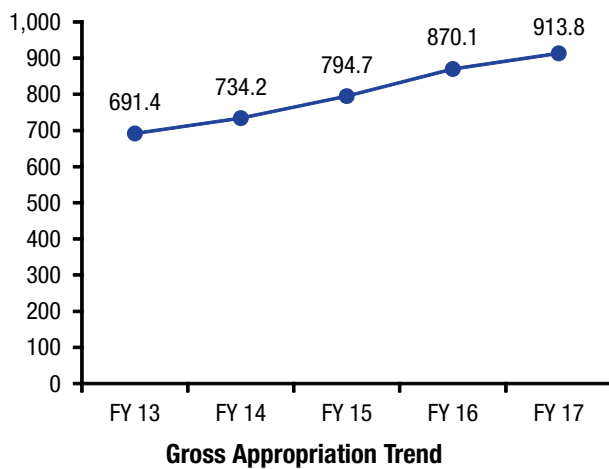
Agency Office – SSA  
Budget Unit 502

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 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
200	Dept of Child Support Services	\$ 37,012,745	\$ 37,306,980	\$ 38,896,396	\$ 37,048,886	\$ (258,095)	-0.7%
116	In-Home Supportive Services	135,409,604	157,559,970	167,240,158	167,240,158	9,680,188	6.1%
502	Social Services Agency	165,913,429	145,919,544	204,399,869	206,521,903	60,602,359	41.5%
506	1991 Realignment	—	—	—	—	—	—
503	Department of Family & Children's Services	134,234,378	192,761,915	148,288,221	150,290,641	(42,471,274)	-22.0%
504	Department of Employment & Benefit Svc	255,462,651	293,947,441	302,067,629	302,222,619	8,275,178	2.8%
505	Department of Aging and Adult Services Fund 0001	40,379,729	45,400,837	47,315,663	49,882,268	4,481,431	9.9%
<b>Total Net Expenditures</b>		<b>\$ 768,412,536</b>	<b>\$ 872,896,687</b>	<b>\$ 908,207,935</b>	<b>\$ 913,206,474</b>	<b>\$ 40,309,787</b>	<b>4.6%</b>

### Gross Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
200	Dept of Child Support Services	\$ 37,012,745	\$ 37,306,980	\$ 38,896,396	\$ 37,048,886	\$ (258,095)	-0.7%
116	In-Home Supportive Services	135,409,604	157,559,970	167,240,158	167,240,158	9,680,188	6.1%
502	Social Services Agency	166,016,967	146,337,004	204,817,329	206,939,363	60,602,359	41.4%
506	1991 Realignment	—	—	—	—	—	—
503	Department of Family & Children's Services	134,242,775	192,845,226	148,288,221	150,290,641	(42,554,585)	-22.1%
504	Department of Employment & Benefit Svc	255,462,651	293,947,441	302,212,538	302,367,528	8,420,087	2.9%
505	Department of Aging and Adult Services Fund 0001	40,379,729	45,400,837	47,315,663	49,882,268	4,481,431	9.9%
<b>Total Gross Expenditures</b>		<b>\$ 768,524,471</b>	<b>\$ 873,397,458</b>	<b>\$ 908,770,304</b>	<b>\$ 913,768,843</b>	<b>\$ 40,371,385</b>	<b>4.6%</b>

### Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
200	Dept of Child Support Services	\$ 37,185,065	\$ 37,306,980	\$ 36,984,610	\$ 36,984,610	\$ (322,370)	-0.9%
116	In-Home Supportive Services	72,718,359	92,164,674	98,760,587	98,760,587	6,595,913	7.2%
502	Social Services Agency	70,830,182	18,836,520	113,166,018	113,166,018	94,329,498	500.8%

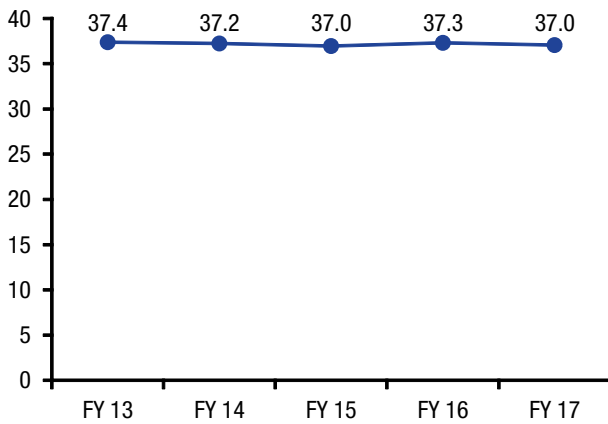
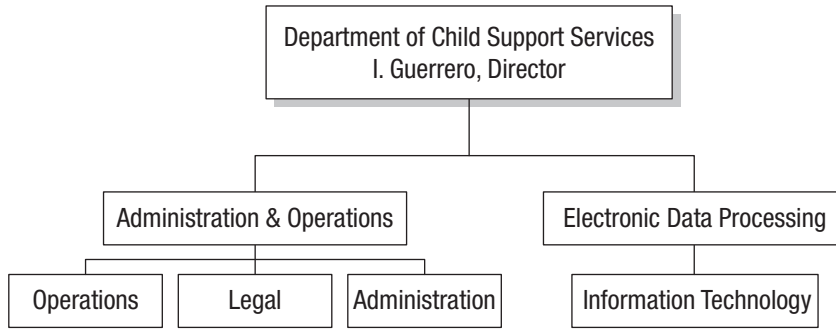


## Revenues By Department

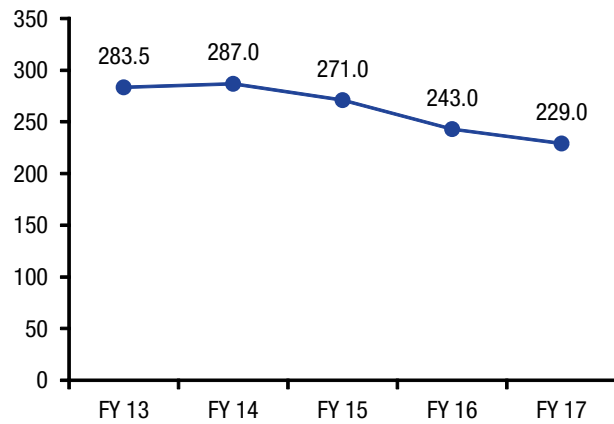
BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
506	1991 Realignment	80,001,117	82,404,157	82,404,157	82,404,157	—	—
503	Department of Family & Children's Services	88,129,230	154,032,363	73,419,399	73,873,662	(80,158,701)	-52.0%
504	Department of Employment & Benefit Svc	290,969,172	337,226,216	339,307,277	340,033,388	2,807,172	0.8%
505	Department of Aging and Adult Services Fund 0001	36,804,645	40,887,114	44,130,802	45,718,234	4,831,120	11.8%
<b>Total Revenues \$</b>		<b>676,637,770 \$</b>	<b>762,858,024 \$</b>	<b>788,172,850 \$</b>	<b>790,940,656 \$</b>	<b>28,082,632</b>	<b>3.7%</b>



# Department of Child Support Services



**Gross Appropriation Trend**



**Staffing Trend**



## Public Purpose

- ➔ **Minimize taxpayer burden by ensuring that both parents provide adequate financial and medical support to children.**



## Description of Major Services

The Department of Child Support Services (DCSS) works to ensure that parents provide child support and health insurance to their children.

### Establishment of Paternity and Court Orders

These services enforce financial and medical support for minor children, and are available to everyone. The first step in obtaining a child support order is to establish paternity, which means determining the legal father of the child. Determining paternity establishes important legal rights, such as the right to custody and visitation, and the right to obtain school and health records. It also creates legal responsibilities, such as paying child support and providing medical coverage for the child. Parental involvement in child support cases is important to the well-being of children in our community.

An alleged father may contest the establishment of paternity by requesting a genetic test. Once paternity is established, legal guidelines are applied to determine the amount of child support to be paid. The guidelines generally consider the ability of both parents to provide support, the amount of time each parent spends with the child, and the child's financial needs.

### Enforcement of Court Orders

Court orders are enforced to ensure that child support payments are timely and properly made, which is accomplished via income withholding orders (court-ordered payroll deductions), use of automatic fund transfers for individuals, intercepts of Federal and State tax refunds, and other methods. Just over 68% of money collected comes from wage assignments. All court orders include income withholding orders. Many

parents voluntarily support their minor children, providing payments as needed or in compliance with a court order.

### **Distribution of Child Support Collections**

DCSS minimizes the taxpayer burden by reducing the need for public assistance to single parent families. By collecting and distributing child support payments to families, the Department helps reduce the need for public assistance while maintaining financial support for children. Distribution of child support payments to families is a priority.

### **Customer Service**

It is the Department's goal to assist parents within the child support program in understanding their rights and responsibilities under the law. The desired result is to have informed customers and stakeholders by providing timely information about services, considerate and professional customer interaction, and timely response to requests for assistance.

The Department engages in outreach efforts to inform stakeholders about services and important issues impacting the child support program. Outreach efforts include community groups, County agencies, and local hospitals.

## **Current and Emerging Issues**

The Department of Child Support Services is facing an unprecedented fourteenth year of flat funding from the California Department of Child Support Services. The Department's budget allocation from the State is approximately \$37 million for FY 16-17. The Department is projecting a budget deficit of approximately \$2.8 million for FY 16-17. This deficit equates to 7.5% of the Department's total funding. This historical flat funding, combined with recent increases in negotiated labor and operating expenses, has continued to fuel this projected deficit.

Last year the Department developed a mitigation plan to methodically address the then \$5.3 million deficit over the next 2-3 years by implementing sustainable solutions in a strategic manner. FY 16-17 represents the second year of this long term plan. As part of this plan to address the Department's ongoing structural budget deficit, a comprehensive Operational Assessment was completed in December 2015 by an independent team of child support experts. This six month project was focused on reviewing our current operational structure, staffing, policies, and procedures in order to maximize program performance, streamline business processes, and transform the organization to better align with state mandates relating to the more efficient delivery of child support services. This assessment, funded by the California Department of Child Support Services, provides clear strategic direction through the identification of key recommendations and changes to the Department and has guided the development of the

Department's budget proposal for FY 16-17. Implementing the findings from the completed Operational Assessment will ensure the effective and efficient use of resources while improving customer service. Employee engagement and stakeholder participation were critical elements of the assessment. Additionally, the assessment included a comparative analysis of other local county child support agencies that are similarly situated and sized. This analysis identified proven best practices that are in place in high performing child support agencies, not just across California, but also throughout the nation. The Assessment recommended key organization and staffing changes to bring DCSS in line with other comparable and similarly sized local county child support agencies across the State. The California Department of Child Support Services has reviewed the completed Assessment and provided their clear direction regarding the implementation and prioritization of key recommendations.

The key findings from the completed Operational Assessment include: (1) expanding early intervention to improve case resolution efforts, (2) empowering child support officers through training and development, (3) increasing stipulations and reducing default judgments through collaborative negotiations, (4) establishing right sized orders with an emphasis on a parent's actual income, (5) the appropriate use of contempt through an escalated enforcement model, and (6) the implementation of caseload stratification to allow staff

to target similarly grouped cases for better results. Additionally, the Assessment identified staffing areas where the Department is over staffed and also where significant staffing voids exist compared to other child support programs. The Department has already begun to implement critical recommendations that significantly improve operations and bring the organization more in line with State and Federal goals and objectives. This organizational change effort, rooted in evidence based practices, will continue through FY 16-17 with updates on progress reported out to key stakeholders, the County, and the Board of Supervisors.

### Staffing Strategy & Budget

The Department has been in chronic cost cutting mode for over a decade. Since 2004, the Department has cut approximately 234 positions, which represents about a 50% reduction in staffing to date. During this time, the caseload has also declined to about half of what it was in 2004. Previous reductions were made through necessity, so that the budget could be balanced and the deficit could be addressed. The approach to determine which positions to cut was primarily based on attrition. As staff left, retired, and promoted out, most, if not all, vacant positions were deleted. With this primary approach to reducing costs, year after year, for well over a decade, the organization has suffered significant long term consequences. This has led to many significant

staffing voids that are both critical to the success of the Department, and detrimental to the organization's ability to move forward with the implementation of key recommendations as identified in the Operational Assessment. The Department has taken a measured and balanced approach to addressing the ongoing structural budget deficit.

Beyond reducing costs and bringing staffing in line with other comparable counties, the Department also has an obligation to begin to rebuild and fill key positions to ensure the organization is properly structured and staffed to weather additional reductions, while still working hard to improve the operational model and ensure the Department meets the needs of families that rely on critical child support services. The FY 16-17 Recommended Budget takes a balanced approach, rooted in the recommendations from the recently completed Operational Assessment, to begin to address key staffing voids that return tremendous value to the organization and support its mission. In order for the Department of Child Support Services to implement many of the recommendations documented in the Operational Assessment and become more efficient, key positions must be added so the Department can concurrently streamline operations and better position itself to function in a more cost effective manner in subsequent years.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Deletion of 16 Vacant Positions	◆	Delete 16.0 FTE vacant positions to balance budget within available resources.	(16.0)	(\$2,004,082)	—
Delete Four Filled Positions	◆	Delete 4.0 filled FTE as part of staffing recommendations from the Operational Assessment to address staffing inequities.	(4.0)	(\$1,284,916)	—
Reduction/Augmentation Services & Supplies	◆	Adjust one-time allocations to balance budget within available resources.	—	(\$9,552)	\$175,093
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Add Six New Positions	◆	Add reconfigured staffing resources as part of the recommendations of the Operational Assessment to streamline operations and create efficiencies.	6.0	\$904,281	(\$140,220)
Add Additional Allocation for Temporary Employees	◆	Add temporary employee support as part of the recommendations of the Operational Assessment to continue to mitigate ongoing deficit.	—	\$209,617	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ◆ Deletion of 16 Vacant Positions

**Recommended Action:** Delete 16.0 FTE of various positions as a component of the Department's budget deficit strategy.

#### Positions to be Deleted

Classifications	FTE	Ongoing Savings
Accountant III	1.0	\$152,319
Office Specialist II	1.0	\$91,592
Legal Secretary II	1.0	\$124,209
Child Support Officer II	10.0	\$1,311,790
Child Support Specialist	3.0	\$324,172
<b>Total</b>	<b>16.0</b>	<b>\$2,004,082</b>

**Service Impact/Background:** Deleting 16.0 FTE of vacant positions will be one of the key initiatives that will allow the Department to stay within its allocation.

In the Accounting Unit, 4 vacant positions will be deleted, consisting of one Accountant III and 3 Child Support Specialists. The State Disbursement Unit (SDU) receives and distributes child support payments for California. However, the Child Support Specialists (CSS) are responsible to perform work the SDU does not handle. The impact will be fewer CSS to create, adjust or modify child support obligations or financial records, analyze welfare disbursement processes and resolve discrepancies, review collections of excess monies and determine appropriate distribution, perform interest calculations on support orders, or respond to requests from other counties or agencies. The Accountant III position is responsible for supervision of the CSS,

handling complex audits on child support cases, and developing accounting procedures. Work will be absorbed by existing staff to address this impact.

The deletion of 10 vacant Child Support Officers II (CSO) positions will impact Establishment, Enforcement and the Court Units. The impact of these deletions will result in the redistribution of caseloads for the remaining CSOs which will increase the caseload size for each CSO. The Child Support Enforcement (CSE) computer system automates much of the clerical part of case work, the CSO still needs to make decisions regarding actions to take on case work, generate the appropriate documents and interact with customers regarding their child support cases.

The deletion of one vacant Legal Secretary II and one vacant Office Specialist II will impact the Legal Unit. The impact of the deletions of these positions will be to redistribute the work to other staff. The challenge for the Legal Unit will be meeting the compliance time frames for court, if increased caseload size hinders generating and processing motions and judgments, processing cases back from court timely, and ensuring the mail is processed in a timely fashion. Currently, the Legal Secretary work has been divided among the other 8 secretaries. The work will be reassigned and redistributed to existing staff to address this impact.

**Positions Deleted: 16.0**  
**Net Savings: \$2,004,082**





### ◆ Delete Four Filled Positions

**Recommended Action:** Delete 4.0 FTE filled Attorney IV positions.

**Service Impact/Background:** As part of the Department of Child Support Services (DCSS) Operational Assessment, this action implements the recommendation to reduce attorney staffing and bring the Department more in line with other comparable and similarly sized child support agencies.

Currently, the Department has 11 attorneys who handle relatively specialized caseloads and spend a large percentage of their time in court. Based on data from comparable counties, the average number of attorneys is between 5 -7, with an average caseload of 4,500 to 7,000 cases per Child Support Attorney. In Santa Clara County, the average caseload per Attorney is 3,300, significantly less. For DCSS to re-structure its operations to align with key recommendations in the Operational Assessment, Attorneys would need to be re-assigned within the organization. The Attorney team could be reorganized with each Attorney handling all types of cases, eliminating the designations of Establishment, Enforcement, Contempt, and Review & Adjustment. The Attorneys primary responsibility will be preparing cases for Court and appearing at Court hearings, although they would still be available to give guidance to the team CSO's when legal questions arise in their caseloads. The Operational Assessment identified this is a very common model for Attorney staffing among other county child support agencies.

**Positions Deleted: 4.0 FTE**  
**Net Savings: \$1,284,916**

### ◆ Reduction/Augmentation Services & Supplies

**Recommended Action:** Adjust one-time and ongoing allocations within DCSS Services and Supplies based upon reassessed priorities and as part of the Department's management strategy to operate within the State funding allocation.

Significant changes include:

- One-time increase to PC Hardware to implement two-factor single sign-on authentication with bio-metric authentication for Department data systems.
- One-time increase for advertising to raise awareness to DCSS customers.
- Ongoing savings due to the end of lease payments on networking hardware.

**Ongoing Savings: \$9,552**  
**One-time Cost: \$175,093**

### ◆ Add Six New Positions

**Recommended Action:** Add 6.0 FTE of various positions as part of the implementation of the Operational Assessment in DCSS. Additionally, augment \$244,391 in Salaries without Benefits for the creation of a Deputy Director position within the Department.

#### Positions to be Added

Classifications	FTE	Ongoing Cost
Division Manager, Child Support Services	1.0	\$188,258
Office Specialist III	4.0	\$393,414
Sr Office Specialist	1.0	\$105,264
<b>Total</b>	<b>6.0</b>	<b>\$686,936</b>

**Service Impact/Background:** In order for DCSS to implement many of the recommendations of the Operational Assessment and improve operational efficiencies, certain positions must be added so the Department can concurrently streamline operations and better position itself to function in a more cost effective manner in subsequent years.

**Division Manager:** A Division Manager position will be created to oversee non-attorney staff in the Legal Division. This change is a recommendation directly from the completed Operational Assessment and will free the Lead Attorney, who had previously been responsible for management of non-attorney staff to concentrate on the supervision of attorneys, the development of DCSS' legal processes and work more complex cases.

**Office Support Division:** Four Office Specialist III (OS III) positions and one Senior Office Specialist will create a new Office Support Division. These five new positions

will be added to a six unit consolidation comprised of the Communication Center, File Support, Legal Processing Unit, Facilities and Mail Room which combined have a total of 21 positions. This will centralize mail and document processing, improve the efficiency of the mail and document handling/processing, and help improve customer service at the Front Desk. Under the newly organized Office Support Division all mail and documents to and from the post office and the courts, will be handled and/or processed through a centralized unit. This includes all mail/documents currently handled by the Mail Room and File Support Unit; all returned mail/documents (currently handled by multiple units); and all medical support mail (currently handled by the Enforcement Division). This unit will also handle the other duties currently assigned to the Communication Center, File Support Unit, Legal Processing Unit, Facilities and Mail Room. Additionally, all the OS III's will work in or back-up the Front Desk as needed. Once staffing for this unit is hired, the next step will be to implement front end scanning/mail task routing using the Local Scan solution as required by State DCSS. The Department has been unable to implement the Local Scan solution as directed by the State due to a lack of staffing in the mail and scanning areas. This consolidation will allow the Department to implement this solution, which will benefit all child support staff as incoming mail will be handled centrally and scanned as it arrives in the office and then routed electronically to the appropriate staff person.

**Deputy Director:** With the exception of Santa Clara County DCSS, all local child support agencies categorized as large and/or medium, based on caseload size, have a Deputy or Assistant Director position. The Operational Assessment recommended the creation of this position to function as a chief operations officer to coordinate and oversee all program operations. The Deputy Director position is essential to balance the internal and external demands and responsibilities of the DCSS Director and critical to the full implementation of the changes recommended by the Operational Assessment. The addition of the Deputy Director is necessary to move toward a more

streamlined operational model capable of functioning effectively within the Department's current State allocation.

**Positions Added: 6.0**  
**Ongoing Cost: \$904,281**  
**One-time Savings: \$140,220**  
 Salary Savings reflecting time for recruitment

### ◆ Add Additional Allocation for Temporary Employees

**Recommended Action:** Increase DCSS Temporary Employee allocation to support the implementation of the Department's new operational model and better align with State mandates to provide more efficient delivery of services.

**Service Impact/Background:** DCSS will continue to have a critical need to use temporary employees due to projected budget shortfalls for the next four fiscal years. As this will necessitate maintaining full time positions vacant to reduce costs, one of DCSS' interim strategies will be to utilize experienced extra help positions to fulfill State mandates and meet high customer demand for services. This strategy will afford the Department additional time to develop and implement longer term staffing solutions as additional operational changes are implemented.

**Ongoing Cost: \$209,617**

**Dept of Child Support Services— Budget Unit 200**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3804	DCSS Exp - Admin Fund 0193	35,885,540	35,942,943	37,397,171	35,542,748	(400,195)	-1.1%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,127,205	1,363,937	1,499,125	1,506,038	142,100	10.4%
3806	DCSS Rev Federal Participation - Fund 0192	—	100	100	100	—	—
<b>Total Net Expenditures \$</b>		<b>37,012,745 \$</b>	<b>37,306,980 \$</b>	<b>38,896,396 \$</b>	<b>37,048,886 \$</b>	<b>(258,095)</b>	<b>-0.7%</b>

**Dept of Child Support Services— Budget Unit 200**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3804	DCSS Exp - Admin Fund 0193	35,885,540	35,942,943	37,397,171	35,542,748	(400,195)	-1.1%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,127,205	1,363,937	1,499,125	1,506,038	142,100	10.4%
3806	DCSS Rev Federal Participation - Fund 0192	—	100	100	100	—	—
<b>Total Gross Expenditures \$</b>		<b>37,012,745 \$</b>	<b>37,306,980 \$</b>	<b>38,896,396 \$</b>	<b>37,048,886 \$</b>	<b>(258,095)</b>	<b>-0.7%</b>

**Dept of Child Support Services— Budget Unit 200**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 32,091,473	\$ 31,903,837	\$ 33,131,586	\$ 31,096,706	\$ (807,131)	-2.5%
Services And Supplies	4,776,130	5,330,666	5,692,333	5,879,703	549,036	10.3%
Other Charges	71,841	72,377	72,377	72,377	—	—
Fixed Assets	73,301	—	—	—	—	—
Operating/Equity Transfers	—	100	100	100	—	—
<b>Total Net Expenditures \$</b>	<b>37,012,745 \$</b>	<b>37,306,980 \$</b>	<b>38,896,396 \$</b>	<b>37,048,886 \$</b>	<b>(258,095)</b>	<b>-0.7%</b>



### Dept of Child Support Services— Budget Unit 200 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
3804	DCSS Exp - Admin Fund 0193	\$ 37,073,584	\$ 35,942,943	\$ 35,620,573	\$ 35,620,573	(322,370)	-0.9%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,363,937	1,363,937	1,363,937	—	—
3806	DCSS Rev Federal Participation - Fund 0192	111,482	100	100	100	—	—
<b>Total Revenues</b>		<b>\$ 37,185,065</b>	<b>\$ 37,306,980</b>	<b>\$ 36,984,610</b>	<b>\$ 36,984,610</b>	<b>(322,370)</b>	<b>-0.9%</b>

### Dept of Child Support Services— Budget Unit 200 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 4,042	\$ 200	\$ 200	\$ 200	—	—
Aid From Government Agencies - Federal	45,032	394,370	72,000	72,000	(322,370)	-81.7%
Other Financing Sources	37,015,659	36,912,410	36,912,410	36,912,410	—	—
Revenue From Other Government Agencies	120,332	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 37,185,065</b>	<b>\$ 37,306,980</b>	<b>\$ 36,984,610</b>	<b>\$ 36,984,610</b>	<b>(322,370)</b>	<b>-0.9%</b>

### DCSS Exp - Admin Fund 0193 — Cost Center 3804 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0193-DCSS Expenditure Fund (Fund Number 0193)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	237.0	\$ 35,942,943	\$ 35,942,943
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,186,426	—
IntraCounty Adjustments	—	267,802	—
Other Adjustments	—	—	(322,370)
<b>Subtotal (Current Level Budget)</b>	<b>237.0</b>	<b>\$ 37,397,171</b>	<b>\$ 35,620,573</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 19,516	\$ —
Decision Packages			
Add Additional Allocation for Temporary Employees	—	209,617	—
Deletion of 16 Vacant Positions	-16.0	(2,004,082)	—
Delete 4 Filled Positions	-4.0	(1,284,916)	—
Add 7 New Positions	6.0	1,044,501	—



**DCSS Exp - Admin Fund 0193 — Cost Center 3804**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Ongoing Augmentation/Reduction Services & Supplies	—	160,941	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-14.0</b>	<b>\$ (1,854,423)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>223.0</b>	<b>\$ 35,542,748</b>	<b>\$ 35,620,573</b>

**DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0193-DCSS Expenditure Fund (Fund Number 0193)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0	\$ 1,363,937	\$ 1,363,937
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	41,323	—
IntraCounty Adjustments	—	93,864	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 1,499,125</b>	<b>\$ 1,363,937</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,313	\$ —
Decision Packages			
Ongoing Augmentation/Reduction Services & Supplies	—	4,600	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 6,913</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,506,038</b>	<b>\$ 1,363,937</b>

**DCSS Rev Federal Participation - Fund 0192 — Cost Center 3806**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0192-DCSS Rev Federal Participation (Fund Number 0192)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 100	\$ 100
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 100</b>	<b>\$ 100</b>
<b>Recommended Changes for FY 2017</b>			

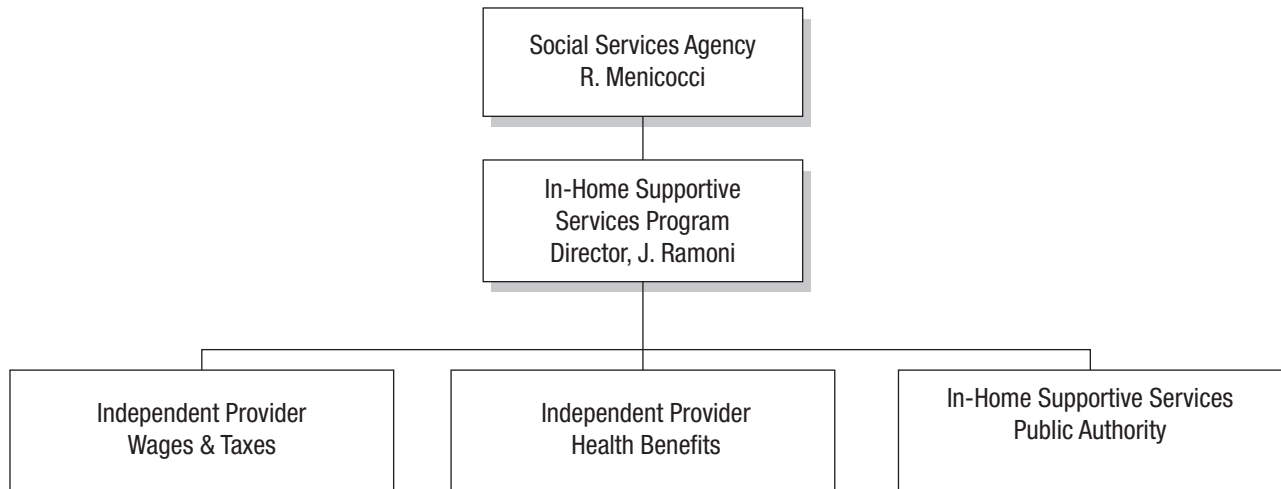


**DCSS Rev Federal Participation - Fund 0192 — Cost Center 3806**  
**Major Changes to the Budget**

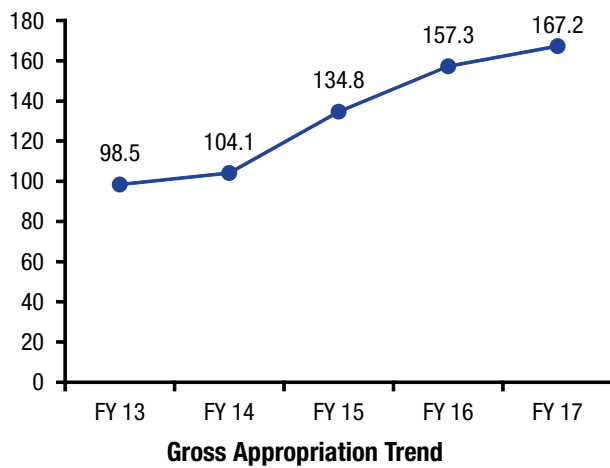
	Positions		Appropriations		Revenues
IntraCounty Adjustments	—	\$	—	\$	—
Decision Packages					
Information Technology					
Capital					
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$</b>	<b>100</b>	<b>\$</b>	<b>100</b>



# In-Home Supportive Services Program Costs



Section 3: Children, Seniors, and Families



## Description of Major Services

### In-Home Supportive Services

In Santa Clara County, the Social Services Agency's (SSA) Department of Aging and Adult Services (DAAS) administers the In-Home Supportive Services (IHSS) program. The IHSS program assists eligible aged, blind, or disabled people to safely remain in their homes when they can no longer fully care for themselves. 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. DAAS staff determines consumer eligibility and the number of service hours that each eligible person can receive for domestic and personal care services. The staff who determine eligibility are budgeted in DAAS. Wages and benefits for individual providers (IP) and costs associated with the Public Authority (PA) are budgeted in IHSS.

Santa Clara County IHSS consumers receive services solely through individual providers (IP). As of April 1, 2016, 21,410 consumers were receiving services from 19,186 full or part-time Providers.

Individual providers currently earn \$13 per hour. If a provider works at least 35 hours per month for two consecutive months, a provider may be eligible for benefits, including medical, dental, and vision. Providers who receive health benefits pay a premium of \$25.00 per month. The table below shows the latest information (as of February 2016) related to the IHSS caseload and benefits.

### IHSS Caseload and Provider Health Benefits

Clients/Providers	2015	2016	% Change
# of Clients	20,081	21,290	6%
# of Providers	19,028	20,288	6.6%
Health Benefit	# of Enrolled Providers		% Change
Valley Health Plan	9,377	9,866	5.2%
-IHSS Classic Plan	8,535	7,186	-15.8%
-IHSS New Pref. Plan	842	2,680	218.3%
Liberty Dental Plan	9,976	10,476	5%
Vision Service Plan	9,976	10,476	5%

### The Public Authority

The Public Authority is a public partnership with Sourcewise, whose mandate is to improve the success of IHSS in Santa Clara County. To meet this goal, the Public Authority delivers several enhanced services to IHSS consumers and Providers. First, the Public Authority provides a registry of screened Providers to assist IHSS consumers in locating care. Second, the Public Authority ensures Providers have access to the training necessary to provide quality in-home services to consumers. Likewise, consumers have access to training to help understand their rights and responsibilities in the IHSS program. Finally, the Public Authority serves as the employer of record for Providers for collective bargaining purposes. This includes negotiating the wages, benefits, terms and conditions of employment for Providers and conducting Department of Justice criminal background checks.

## Current and Emerging Issues

### IHSS Maintenance of Effort

Beginning July 1, 2012, as part of the 2012-2013 State budget, the Legislature and Governor approved major policy changes within the Medi-Cal program aimed at improving care coordination, particularly for people on both Medi-Cal and Medicare. Also approved as part of this Coordinated Care Initiative (CCI) are a number of changes to the IHSS program, including State collective bargaining for IHSS, creation of a County IHSS Maintenance of Effort (MOE), and creation of a Statewide Authority.

Effective July 1, 2012, counties have a MOE requirement in lieu of paying a share of the non-Federal costs for IHSS services and Public Authority administration. The County IHSS MOE base was calculated based on FY 11-12 actual expenditures on IHSS services and FY 11-12 allocation for IHSS program and Public Authority administration.

The FY 12-13 MOE base for Santa Clara County was calculated at \$58.8 million. The County IHSS MOE base is adjusted annually to include increases in provider wages and health benefits that are locally negotiated. In





addition, starting July 1, 2014, the County MOE base is adjusted by an inflation factor of 3.5 percent. The estimated IHSS MOE base/County share of cost for FY 16-17 is calculated to be \$70.6 million, \$68.4 million of which is budgeted in IHSS and \$2.2 million in the Department of Aging and Adult Services (DAAS).

The IHSS MOE may 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

Due to the Federal passage of the Fair Labor Standards Act (FLSA) regulations, the California Department of Social Services (CDSS) announced on November 1, 2015, that payment for overtime for IHSS providers would begin on February 1, 2016. The regulations require 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.

On February 1, 2016, CDSS began sending the required forms to recipients and providers. These forms are now being returned to IHSS with required information for

data entry. There will be a three-month grace period in which providers will be permitted to make errors (violations) on their timesheets claiming overtime. Following this three-month grace period, IHSS is expected to track each violation committed by each provider because there will be consequences imposed, such as suspension from provider status, signing an acknowledgment form sent by CDSS, and termination from provider status. The State continues to deliver instruction regarding administration of the new requirements.

### Statewide Authority Update

In 2015, the State IHSS Services Authority (also known as the Statewide Authority) began assuming collective bargaining responsibilities for wages and benefits for some of the first counties (Riverside, San Bernardino, San Diego, and San Mateo) enrolled in the Statewide Coordinated Care Initiative (CCI). Changes were made in union representation pursuant to consolidations and mergers that took effect in 2015.

On January 1, 2016, Santa Clara County's bargaining role with SEIU Local 521 shifted to the Statewide Authority. The County's MOU with Local 521 is set to expire February 1, 2017.

## County Executive's Recommendation

The FY 16-17 base budget reflects the anticipated County MOE requirement (County cost). No additional changes to the IHSS program are recommended for FY 16-17.

### In-Home Supportive Services— Budget Unit 116 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1002	IHSS Benefits Fund 0001	\$ 91,241,359	\$ 111,014,362	\$ 115,948,496	\$ 115,948,496	\$ 4,934,134	4.4%
1003	IHSS Provider Wages&Taxes - F0001	42,584,747	44,688,230	49,432,543	49,432,543	4,744,312	10.6%
1004	IHSS Operations - Fund 0001	1,583,498	1,857,377	1,859,119	1,859,119	1,742	0.1%
<b>Total Net Expenditures</b>		<b>\$ 135,409,604</b>	<b>\$ 157,559,970</b>	<b>\$ 167,240,158</b>	<b>\$ 167,240,158</b>	<b>\$ 9,680,188</b>	<b>6.1%</b>



### In-Home Supportive Services— Budget Unit 116 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1002	IHSS Benefits Fund 0001	\$ 91,241,359	\$ 111,014,362	\$ 115,948,496	\$ 115,948,496	\$ 4,934,134	4.4%
1003	IHSS Provider Wages&Taxes - F0001	42,584,747	44,688,230	49,432,543	49,432,543	4,744,312	10.6%
1004	IHSS Operations - Fund 0001	1,583,498	1,857,377	1,859,119	1,859,119	1,742	0.1%
<b>Total Gross Expenditures</b>		<b>\$ 135,409,604</b>	<b>\$ 157,559,970</b>	<b>\$ 167,240,158</b>	<b>\$ 167,240,158</b>	<b>\$ 9,680,188</b>	<b>6.1%</b>

### In-Home Supportive Services— Budget Unit 116 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 135,409,604	\$ 157,559,970	\$ 167,240,158	\$ 167,240,158	\$ 9,680,188	6.1%
<b>Total Net Expenditures</b>	<b>\$ 135,409,604</b>	<b>\$ 157,559,970</b>	<b>\$ 167,240,158</b>	<b>\$ 167,240,158</b>	<b>\$ 9,680,188</b>	<b>6.1%</b>

### In-Home Supportive Services— Budget Unit 116 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1002	IHSS Benefits Fund 0001	\$ 71,263,984	\$ 90,417,109	\$ 97,021,442	\$ 97,021,442	\$ 6,604,333	7.3%
1004	IHSS Operations - Fund 0001	1,454,375	1,747,565	1,739,145	1,739,145	(8,420)	-0.5%
<b>Total Revenues</b>		<b>\$ 72,718,359</b>	<b>\$ 92,164,674</b>	<b>\$ 98,760,587</b>	<b>\$ 98,760,587</b>	<b>\$ 6,595,913</b>	<b>7.2%</b>

### In-Home Supportive Services— Budget Unit 116 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 33,235,174	\$ 41,809,775	\$ 43,895,802	\$ 43,895,802	\$ 2,086,027	5.0%
Aid From Government Agencies - Federal	36,749,784	47,400,125	51,795,443	51,795,443	4,395,318	9.3%
Charges For Services	2,733,401	2,954,774	3,069,342	3,069,342	114,568	3.9%
<b>Total Revenues</b>	<b>\$ 72,718,359</b>	<b>\$ 92,164,674</b>	<b>\$ 98,760,587</b>	<b>\$ 98,760,587</b>	<b>\$ 6,595,913</b>	<b>7.2%</b>



## IHSS Benefits Fund 0001 — Cost Center 1002 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	111,014,362 \$	90,417,109
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	4,934,134	6,604,333
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>115,948,496 \$</b>	<b>97,021,442</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>115,948,496 \$</b>	<b>97,021,442</b>

## IHSS Provider Wages&Taxes -F0001 — Cost Center 1003 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	44,688,230 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	4,744,312	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>49,432,543 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>49,432,543 \$</b>	<b>—</b>

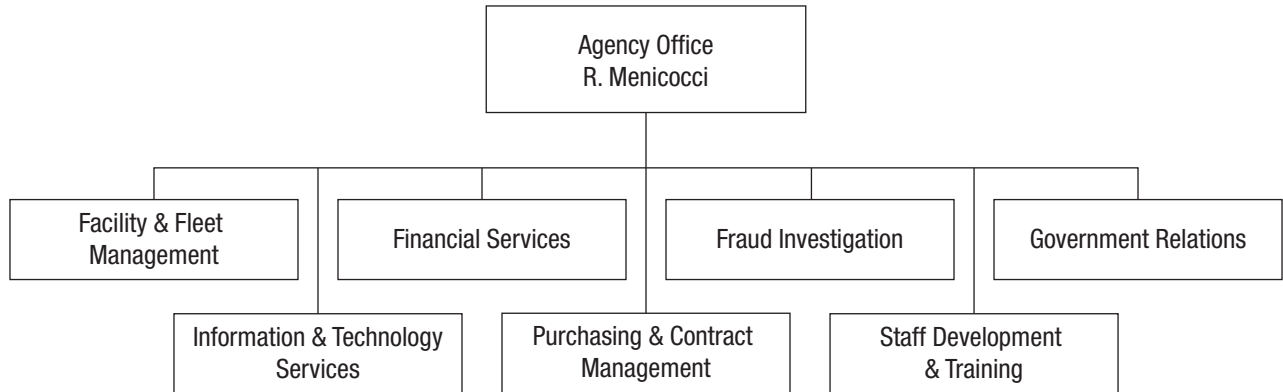


**IHSS Operations - Fund 0001 — Cost Center 1004**  
**Major Changes to the Budget**

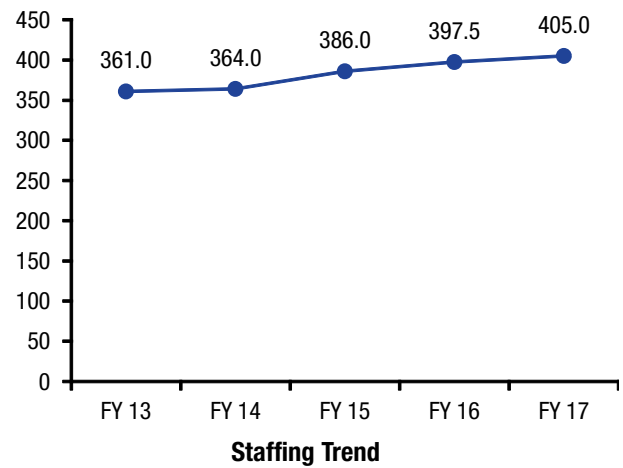
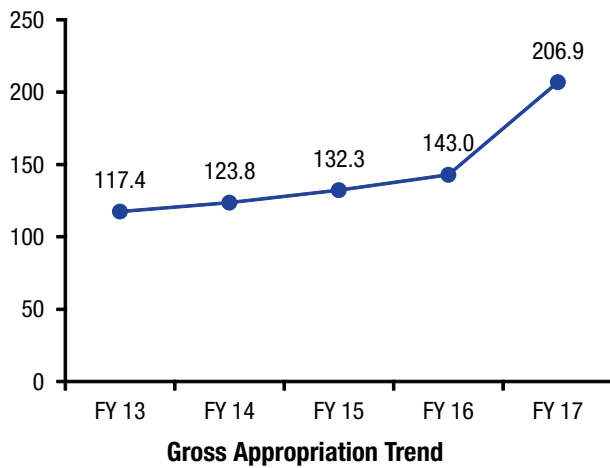
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,857,377	\$ 1,747,565
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(3,369)	—
Other Adjustments	—	5,111	(8,420)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,859,119</b>	<b>\$ 1,739,145</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,859,119</b>	<b>\$ 1,739,145</b>



# Agency Office — Social Services Agency

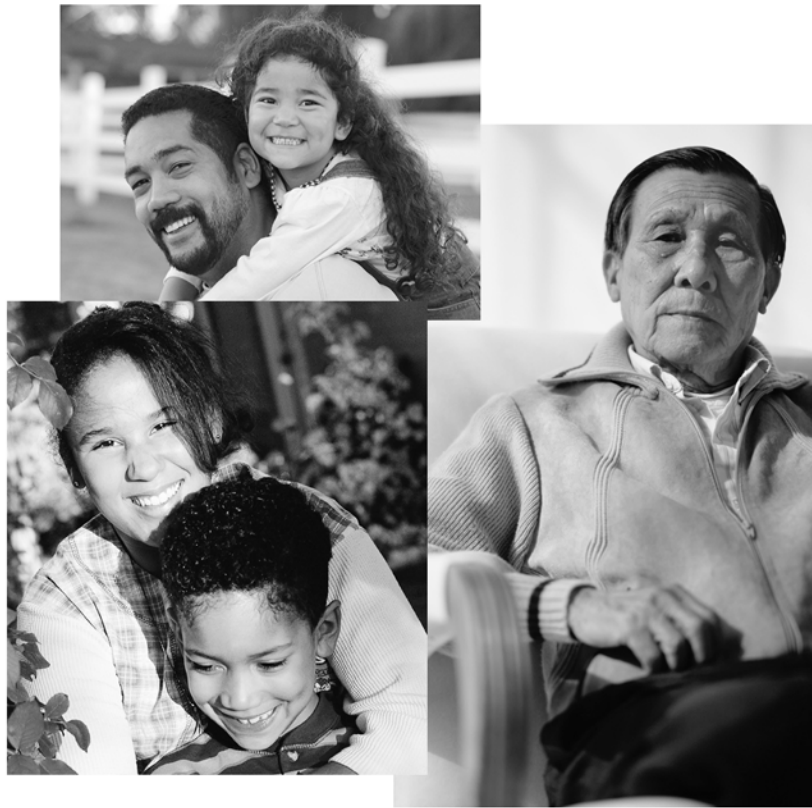


Section 3: Children, Seniors, and Families



## Public Purpose

- ➔ **Ensure the policies and priorities established by the Board are implemented in a manner that provides meaningful services to the community.**
- ➔ **Demonstrate responsible and efficient use of public funds.**



## Description of Major Services

The Social Services Agency (SSA) provides basic safety net and protective services to vulnerable children, families, and adults. SSA must operate programs and provide services on behalf of the Federal and State governments as required by the State of California Welfare and Institutions Code, Probation Code, and the Lanterman-Petris-Short Act. The Agency organizes and provides services through four major departments: Agency Office (AO), Department of Family & Children's Services (DFCS), Department of Employment & Benefit Services (DEBS), and Department of Aging & Adult Services (DAAS).

The Agency's operating budget is more than 95% funded by Federal and State revenues (excluding IHSS Budget). Agency staff serves more than 500,000 adults and children residing in Santa Clara County. The three service departments (DFCS, DEBS, and DAAS), in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population including emergency shelter, senior day care and supportive services, job

training, counseling, domestic violence assistance, youth outreach, and food programs. The Agency also oversees the In-Home Supportive Services Program for independent providers' wages, benefits, and Public Authority (PA) administration.

In addition, the Agency contracts with more than 100 community-based organizations to provide a range of services to assist families and individuals to remain self-sufficient, promote and strengthen care of children, and protect and support independence of the frail, elderly and disabled residents. The Agency also operates a system of quality assurance/quality control functions to ensure services are consistent with Federal and State regulations and adhere to established practice standards. The Agency vision of Serve, Engage and Transform encourages all employees of SSA to collaborate to optimally serve vulnerable populations in the County.

## Agency Office (AO)

The Agency Office (AO) includes the Agency Director, Financial Management Services, Information Systems, Central Services, Office of Contract Management, and Operational Support Services. AO provides leadership and direction for the administrative divisions and the three service departments, and performs administrative support activities to increase public understanding of SSA's programs and the magnitude of clients served.

## Financial Management Services (FMS)

FMS operations include oversight and management of more than \$1 billion. This includes an operating budget of \$869 million, as well as \$600 million in non-budgeted items. The operating budget consists of a myriad of costs including \$168 million in client welfare benefits paid by the County and \$157 million for IHSS providers' health benefits, Public Authority administration costs, and the IHSS maintenance of effort. Among the non-budgeted items are oversight of programs such as \$48 million in client debt management and collections, \$191 million in CalFresh benefits, \$115 million in client assets and restricted trust accounts and \$247 million for the State and Federal shares of the IHSS program.

FMS also oversees and administers Agency-wide, State, Federal, and special funds reimbursement claiming, and cash and revenue recovery operations totaling over \$747 million each year. This includes management of financial systems integrity and systems account structure alignment for more than 15 financial and banking systems.

Additional responsibilities include Public Administrator/Guardian/Conservator accounting, court accounting, adult and foster youth sub-payee accounting, and financial reporting.

## Information Systems Department (IS)

IS provides leadership, coordination, and support for Agency-wide information technology process design, service delivery, and program administration. Through technological solutions, IS provides business process improvement, business and technology expertise, and the development of applications to enhance operations and service delivery to clients. IS manages, supports and provides information for reporting, program administration, decision-making, evaluation and accountability.

IS has eight units responsible for Agency-wide technical support. They include:

- Applications Technology Support (ATS)
- Business Systems and Solutions
- Data Services (DS)
- DFCS Applications & Decision Support (DADS)
- Information Systems Business Planning and Administration
- Agency Call Center Applications, Systems and Network Support
- Relationship Management Office and Support (RMOS)
- Systems Security (SS).

## Central Services (CS)

CS is responsible for the oversight and management of the Agency's Facilities and Fleet Services, Purchasing, Central Supply Operations, SSA Equipment Warehouse, Health/Safety and Security Services, Central Mail Operations, Publishing Services, Records Retention, and Notary Services. Central Services is also responsible for planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance.

## Office of Contracts Management (OCM)

OCM is responsible for the solicitation, administration, and monitoring of more than 350 Agency contracts and service agreements for grants, trust funds, the Child Abuse Council and Measure A.

## 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, Data Analysis, Program Integrity, and Research.

## Governmental Relations and Planning (GRP)

GRP provides Agency-wide resources to implement initiatives that sustain strong partnerships with our diverse communities; monitors legislative and regulatory changes; coordinates required Board and County Executive reporting on Agency activities; manages Agency-level projects to maximize client service efficiencies toward Department outcomes; and addresses client concerns and complaints. Also, GRP assists in defining the Agency's policy direction,

coordinates grant activity and program planning, participates in efforts to develop short and long-term housing resources for SSA clients with special needs, and leads the Agency and County's disaster preparation and response effort for Mass Care and Shelter activities.

### **Staff Development and Training**

Staff Development and Training operations is responsible for training of both entry-level and career-level employees in the Agency. Staff Development and Training is also responsible for training SSA community partners on SSA software and/or programs. The duties of the unit include conducting needs assessments; consulting with supervisory and management staff; collaborating with State, Federal and grantor agencies on legal and project specific mandates; and planning, developing, implementing, and evaluating organizational development programs. The unit maintains the Agency's Learning Management System to ensure documentation of all training experiences for Agency staff.

### **Data Analysis, Program Integrity and Research (DAPIR)**

DAPIR provides oversight and strategic direction for the Agency-wide welfare case management system, policy and process integration, program integrity, statistical data analysis, reporting, and research. DAPIR provides integrated support for client and business service delivery; facilitates and determines program automation solutions; and maximizes system management reporting capabilities. DAPIR provides a coordinated approach for Statewide Automated Welfare Systems (SAWS - CalWIN) and CalHEERS dependent functions and centralizes planning for ongoing systems integration and future systems enhancements and software releases. Also, technology services includes developing, installing, and maintaining technology security standards and infrastructure, web usage reporting, and e-mail and forensic analysis.

### **Decision Support and Research Bureau (DSR)**

DSR provides analytical information and compiles reports from various data sources for SSA Administration, various departments (primarily DEBS), and members of the community to ensure timely and accurate reporting to meet State, local and Federal requirements. DSR develops and deploys standard and ad-hoc reports including vital statistics, client demographics, geo-mapping, bargaining unit standards, and civil rights. DSR also develops DEBS dashboard

indicators for performance and productivity measurements, performs data analysis, and develops Work Participation Rate reports.

### **CalWIN Application and Triage Support Bureau (CATS)**

CATS provides technical support, technology solutions, infrastructure set-up, and business application administration for CalWIN, CalHEERS, Medi-Cal database (MEDS), State Automated Welfare System-Welfare Data Tracking Implementation Project, Electronic Benefit Transfer, Online Benefits Application, and the State Fingerprint Imaging System.

### **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 investigations prior to authorization of public assistance. SIU is a law enforcement unit where the investigators are sworn peace officers. SIU receives reports from Eligibility Workers and the community through the fraud hotline. SIU is responsible for the complete investigation, preparation of the investigative packet, and working with the District Attorney when prosecution is warranted.

### **Office of Research and Evaluation (ORE)**

The Office of Research and Evaluation serves several important functions. Broadly these functions are research, systematic data collection, analysis and interpretation of public benefit services data, program evaluation, and the impact analysis of services provided by the Social Services Agency. The office also develops and publishes agency-wide analytical and statistical reports such as Vital Signs. The unit collaborates with other research departments within the County, as well as universities, and community research organizations, and represents SSA on the County's Institutional Review Board.





## Current and Emerging Issues

### Center for Leadership and Transformation (CLT)

As part of the CLT program, SSA continues to collaborate with the Office of Cultural Competency, Clerk of the Board, and the Office of Budget and Analysis on two efforts with significant impact.

SSA is partnering with the Office of Cultural Competency on process improvements aimed at reducing entry of children of color into the child welfare and juvenile justice systems. The CLT is focused on referrals for General Neglect in Child Welfare, and Misdemeanors and Infractions for Juvenile Justice. Through that lens, the CLT has identified five specific zip codes that represent the largest proportion of these type of referrals to target interventions. SSA has begun to engage system partners, families, and youth to leverage resources, while developing education, prevention and diversion strategies.

SSA is also participating in the Agenda Review Committee (ARC) CLT project to improve the processes by which County departments report-out to the Board of Supervisors. Working in close collaboration with stakeholders from the Clerk of the Board, Office of Budget and Analysis, and other departments, SSA is engaged in definition of roles and responsibilities, development of training materials, and an online resource portal.

### Communication

Building upon a previous CLT in support of the Agency's strategic plan, SSA has implemented communication tools to improve Agency-wide collaboration and effectiveness. These tools include monthly postings on the Agency intranet, a newsletter that is released every other month, and real-time announcements that highlight staff projects and accomplishments showcasing the Agency's vision to serve, engage, and transform. Contributions from staff and management are regularly solicited for intranet content, with headlines distributed Agency-wide at the end of each business day. In addition, direct communication with the Agency director is ensured through an existing staff question box posted on the home page.

### Just Culture

The Department of Employment and Benefit Services (DEBS) has consistently sought out innovative strategies to improve processes and develop an open, collaborative environment. Leadership training for supervisors and managers has allowed DEBS to implement Just Culture. DEBS executive staff host open brown bag meetings, and district office managers are attending unit meetings. Additionally, when new projects arise, line staff members from district offices participate in workgroups to explore improvements to service delivery and workflows to better serve clients. As a result, client wait times have declined in all DEBS offices for all benefit services, and a growing number of clients are receiving same-day services.

### Unit-Based Teams

In the most recent labor contract negotiations, the Service Employees International Union (SEIU) and SSA established a contractual agreement to initiate the use of Unit-Based Teams (UBT) to establish and build collaborative engagement in programmatic and organizational improvements. The foundation of the UBT method is joint labor/management planning, analysis, and improvement of barriers to quality client service. Dialogue was initiated between SEIU and SSA leadership in the fall of 2015. Since then, SEIU and SSA leadership have made gains building the ground work for the development of collaborative agreements to guide the initiation of this team-based approach to improvement work.

### Workgroups

The Department of Children's and Family Services (DFCS) has convened a social worker retention workgroup to better understand on-the-job challenges. Suggestions around visitation processes and social worker administrative needs are key areas being addressed. Additionally, Information Systems is supporting DFCS workers by automating work processes in the Child Abuse and Neglect reporting center and Emergency Response unit.

SSA continues to participate in the County Welfare Directors Associations' (CWDA) Customer Experience work group. This initiative, created to address changes in the application process for benefits coverage driven by Health Care Reform, is tasked with laying the

foundation for customer service principles and approaches across 15 participating counties. The group has developed a statewide definition for customer experience, which was approved and adopted by CWDA. The group is now creating a customer service toolkit to be used by counties Statewide and available on the CWDA website.

### Innovation and Technology

A mobile application for social work case management has been piloted in DFCS and new mobile equipment has been provided to case workers in Adult Protective Services, DFCS, and IHSS. Given successful adoption in the pilot trials, the Agency is developing a mobility project plan to improve working conditions for social workers. An additional pilot group of IHSS social workers is successfully teleworking with a target of 10% time in the office.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Enhance Agency-Wide Process Improvement Efforts	↑	The recommendation will help implement and improve Agency-wide process improvement efforts at SSA.	1.0	\$88,088	—
Expand Social Worker Training Unit	↑	The recommendation improves the training, placement, and retention of social workers.	2.0	\$181,887	—
Expand Information Systems Training	↑	The recommendation will increase the number of social work computer system trainings.	1.0	\$91,174	—
Improve Information Systems Knowledge and Effectiveness	↑	The recommendation will improve the technology software and procedures used to address emergency abuse calls and reports.	1.0	\$97,971	—
Augment Information Systems Field Support	↑	The recommendation will improve the timeliness of technical support services.	1.0	\$69,073	—
Expand Mobile Technology Initiative	↑	The recommendation will increase field staff productivity.	—	\$9,377	\$76,489
Augment Facilities Management Staff	↑	The recommendation will improve the timeliness of inspections and repairs for SSA buildings.	1.0	\$63,706	—
Improve Office Space Efficiency	↑	The recommendation addresses the need for additional office space by increasing office space efficiency.	—	\$280,500	—
Delete Chronically Vacant Positions	↓	The recommendation deletes a vacant Social Work Coordinator I position that is unable to meet the Agency Office's current project demands.	(1.0)	(\$127,172)	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



### ↑ Enhance Agency-Wide Process Improvement Efforts

**Recommended Action:** Add 1.0 FTE Management Analyst Program Manager III/II position in the Department of Operational Support Services.

**Service Impact:** The recommendation will drive SSA's continual improvement processes in support of its strategic principles to serve, engage, and innovate, and be responsible for implementing, monitoring, evaluating, and reporting on the County's Learning Organization goals for SSA.

Plans for this position include, launching a collaborative improvement initiative with the County's labor organizations. This will require strong coordination and a central communication function to assure that the messages and goals are widely known even as the work is carried on deep within the organization. This is especially meaningful since the recent staff survey conducted by the County Executive's Office reveals that SSA employees continue to identify communication as a barrier within the organization. Respondents also do not perceive Just Culture practices to be integrated and embedded within the organization. The perception of how the Agency addresses mistakes, both interpersonally and procedurally, is ranked very low. These results indicate a need for a continual, systematic approach to the implementation of Just Culture and related improvement initiatives that together impact the organizational climate.

This position would be the focal point for a central process through which Agency improvement projects can be vetted, reviewed, and celebrated. The role would coordinate CLT opportunities and projects, organizational processes supporting unit-based teams (UBTs), track other types of significant Agency-Wide improvement activities, and manage the portfolio of projects and reporting of results. This central process will also provide a means for the Agency to build a repertoire of tools and methods, and track its history of successes. It also serves as a means to build and manage the Agency's portfolio of improvement projects.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$88,088**

Total cost of \$172,722 will be offset by \$84,634 in revenue

### ↑ Expand Social Worker Training Unit

**Recommended Action:** Add 2.0 FTE Social Work Training Specialist positions in the Staff Development and Training Unit.

**Service Impact:** The two Social Work Training Specialist positions will provide supervision, coaching, and mentoring for new hires. These positions will be responsible for guiding trainees in critical thinking and casework skills, as well, as coaching case consultation. They also will explore and develop emerging training modalities, such as a simulation lab, that will deepen critical thinking skills of Child Welfare staff.

The recommendation will allow DFCS to establish a group training system for social workers. The social worker training unit will be trained and assessed for 6 months. Over the course of the 6 month training, management will have the opportunity to plan placements that will maximize success for the trainee and the Department. Better tailored placements should result in improved job performance, satisfaction, and retention. Cohort induction will also enable DFCS to effectively manage the quality and consistency of upcoming new State training mandates that must be implemented in 2016 for all new social workers in Child Welfare. Classroom training will be supplemented by pre-classroom training/online learning and advanced training and coaching in the field, so that social workers can reach a competency level while still in a learning environment. This multi-modal approach requires group management for optimal utilization of training time and resources.

The recommended positions will also be responsible for the initiation and delivery of refresher training related to CSEC (Commercially Sexually Exploited Children), Trauma, Culture, Immigration and all elements of the Child and Family Practice Model.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$181,887**

Total cost of \$325,620 will be offset by \$143,733 in revenue

### ↑ Expand Information Systems Training

**Recommended Action:** Add 1.0 FTE Social Work Training Specialist position in the Information Systems Department (IS).

**Service Impact:** There are approximately 700 staff including social workers, clerical support, supervisors, managers, and administrative staff who use the Child Welfare Services Case Management System (CWS/CMS) throughout the County. The recommended position will be responsible for training newly hired staff on CWS/CMS and translating software updates and new system requirements for CWS/CMS and other social work-related applications. The position will also collaborate with Information Systems staff to develop technology solutions for various social work procedures and client services.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$91,174**

Total cost of \$162,810 will be offset by \$71,636 in revenue

### ↑ Improve Information Systems Knowledge and Effectiveness

**Recommended Action:** Add 1.0 FTE Information Systems Manager I position the Information Systems Department (IS).

**Service Impact:** The Information Systems Manager I position (ISM I) will evaluate present and future processes and technological standards of the Child Abuse and Neglect Center (CAN) and Emergency Response Unit (ER) to ensure the most effective technology is available to answer, manage, and address calls and notifications sent to the CAN and ER. The position will work with other IS staff to create, develop, and roll-out applications and software and new web-based multi-user technology that improves service delivery. The position will also work on standardizing the technology and business processes around the reporting of child abuse and neglect calls.

As the CAN stabilizes and some bandwidth becomes available, this position will work with other units in DFCS, providing technological solutions to alleviate processing issues and enhance service delivery.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$97,971**

Total cost of \$189,111 will be offset by \$91,140 in revenue

### ↑ Augment Information Systems Field Support

**Recommended Action:** Add 1.0 FTE Information Systems Technician II position in the Information Systems Department (IS).

**Service Impact:** The recommendation adds an eighth Information Systems Technician position to the technical support group responsible for providing technical assistance to over 2,800 SSA employees and assisting with the troubleshooting, installing, and operating of Department equipment. The technical support group provides services at 22 SSA locations and 11 community partner locations throughout the County.

The addition of this position will eliminate the need for extra help hours and improve the timeliness of customer support.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$69,073**

Total cost of \$132,832 will be offset by \$63,759 in revenue

### ↑ Expand Mobile Technology Initiative

**Recommended Action:** Allocate one-time funding of \$146,813 to purchase smart phones and computer tablets for field workers and ongoing funding of \$18,000 to cover data-related costs.

**Service Impact:** The recommendation will provide funding to purchase smart phones and computer tablets for social workers that are constantly out in the field, traveling long distances, and providing direct client services. The purchase of mobile technology devices will improve staff efficiency as it relates to travel and data entry and improve productivity as it relates to site visits. The recommendation will also make a positive impact on office space as it will allow mobile staff to share or reduce their office space needs.

**Ongoing Net Cost: \$9,377**

Total cost of \$18,000 will be offset by \$8,623 in revenue

**One-Time Net Cost: \$76,489**

Total cost of \$146,813 will be offset by \$70,324 in revenue

### ↑ Augment Facilities Management Staff

**Recommended Action:** Add 1.0 FTE Facilities Maintenance Representative position in the Central Services Unit.

**Service Impact:** The Facilities Maintenance Representative (FMR) position will identify, prioritize, inventory, and monitor facility maintenance needs; coordinate and schedule required repairs; and inspect the work performed at over 15 SSA facilities. The FMR position will also work on repairs that require immediate attention and match his/her skill set.

The FMR position will be assigned to the Facilities unit, which received 1,753 maintenance/repair service requests in 2015. From 2014 to 2015, the number of requests increased by 17%. Service requests generally require on-site inspections to determine appropriate repairs, preparation of work orders for SSA or the Facilities and Fleet Department, and liaison/follow up for repair activities. The current two FMR positions are unable to keep abreast of daily repair requests and perform the required amount of routine preventive maintenance work for each building. The recommended position will address the backlog of site inspections and repair requests, and provide a more proactive facilities maintenance approach.

**Positions Added: 1.0 FTE**

**Ongoing Net County Cost: \$63,706**

Total cost of \$124,915 will be offset by \$61,209 in revenue

### ↑ Improve Office Space Efficiency

**Recommended Action:** Allocate \$550,000 for office space redesign and reconfiguration.

**Service Impact:** The recommendation address the need for additional office space as a result of SSA's expanding workforce. This includes the 28 positions recommended in the FY 16-17 Recommended Budget.

Since 2012, SSA has added 290 positions, representing a 12% increase. Due to the increase in staff without large-scale furniture reconfiguration projects, cubicle and office space capacity is deficient for current staff levels. The recommendation will allow SSA to accommodate

staff growth by reconfiguring and downsizing existing cubicle/office space at locations where no near-term building occupancy changes are anticipated.

**Ongoing Net County Cost: \$280,500**

Total cost of \$550,000 will be offset by \$269,500 in revenue

### ↓ Delete Chronically Vacant Position

**Recommended Action:** Delete 1.0 FTE Social Work Coordinator I position that has been chronically vacant for more than two years.

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above position is recommended for deletion and will generate a net savings Countywide.

The recommendation deletes a vacant Social Work Coordinator I position that is unable to provide the adequate operational and process improvement support for the Title IV-E Well Being Project. SSA will work with OBA and ESA staff in the upcoming year to identify and possibly add a new position that addresses the Department's goals for the position.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget.

**Positions Deleted: 1.0 FTE**

**Ongoing Net Savings: \$127,172**

Ongoing Savings: \$141,302

Ongoing Reduction in Revenue/Reimbursement: \$14,130

### Summary of Revenue Outside AO

The following table is for reconciliation purposes. The recommended actions and costs are here 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 Agency-Wide Process Improvement Efforts	\$74,000	-	\$10,634	\$84,634
Establish Social Worker Training Unit	\$71,867	-	-	\$71,867
Expand Information Systems Training	\$71,636	-	-	\$71,636

### Summary of Outside Revenue

Recommendation	DFCS Revenue	DEBS Revenue	DAAS Revenue	Total
Improve Information Systems Knowledge and Effectiveness	-	\$91,140	-	\$91,940
Augment Information Systems Field Support	-	\$63,759	-	\$63,759
Expand Mobile Technology Initiative	-	\$78,947	-	\$78,947
Augment Facilities Management Staff	-	\$53,266	\$7,943	\$61,209
Improve Office Space Efficiency	-	\$233,850	\$35,650	\$269,500

### Social Services Agency— Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050201	Agency Office Admin Fund 0001	\$ 108,533,181	\$ 90,715,324	\$ 141,577,432	\$ 142,288,781	\$ 51,573,457	56.9%
050202	Information Systems Fund 0001	35,670,655	39,918,377	41,989,236	42,911,491	2,993,114	7.5%
050203	Agency Staff Dev & Training Fund 0001	6,716,773	7,386,749	7,626,436	8,114,866	728,117	9.9%
050205	Community Program & Grant Fund 0001	7,455,778	323,844	6,447,042	6,447,042	6,123,198	1,890.8%
050206	Local Programs for Adults Youth&Family Fund 0001	7,537,041	7,575,251	6,759,723	6,759,723	(815,528)	-10.8%
<b>Total Net Expenditures</b>		<b>\$ 165,913,429</b>	<b>\$ 145,919,544</b>	<b>\$ 204,399,869</b>	<b>\$ 206,521,903</b>	<b>\$ 60,602,359</b>	<b>41.5%</b>



### Social Services Agency— Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050201	Agency Office Admin Fund 0001	\$ 108,556,719	\$ 90,715,324	\$ 141,577,432	\$ 142,288,781	\$ 51,573,457	56.9%
050202	Information Systems Fund 0001	35,670,655	40,255,125	42,325,984	43,248,239	2,993,114	7.4%
050203	Agency Staff Dev & Training Fund 0001	6,716,773	7,386,749	7,626,436	8,114,866	728,117	9.9%
050205	Community Program & Grant Fund 0001	7,535,778	404,556	6,527,754	6,527,754	6,123,198	1,513.6%
050206	Local Programs for Adults Youth&Family Fund 0001	7,537,041	7,575,251	6,759,723	6,759,723	(815,528)	-10.8%
<b>Total Gross Expenditures</b>		<b>\$ 166,016,967</b>	<b>\$ 146,337,004</b>	<b>\$ 204,817,329</b>	<b>\$ 206,939,363</b>	<b>\$ 60,602,359</b>	<b>41.4%</b>

### Social Services Agency— Budget Unit 502 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 45,733,185	\$ 54,418,879	\$ 56,433,754	\$ 57,400,462	\$ 2,981,583	5.5%
Services And Supplies	119,706,607	91,918,125	148,383,575	149,538,901	57,620,776	62.7%
Fixed Assets	577,175	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 166,016,967</b>	<b>\$ 146,337,004</b>	<b>\$ 204,817,329</b>	<b>\$ 206,939,363</b>	<b>\$ 60,602,359</b>	<b>41.4%</b>
Expenditure Transfers	(103,538)	(417,460)	(417,460)	(417,460)	—	—
<b>Total Net Expenditures</b>	<b>\$ 165,913,429</b>	<b>\$ 145,919,544</b>	<b>\$ 204,399,869</b>	<b>\$ 206,521,903</b>	<b>\$ 60,602,359</b>	<b>41.5%</b>

### Social Services Agency— Budget Unit 502 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050201	Agency Office Admin Fund 0001	\$ 53,710,460	\$ 5,711,014	\$ 96,200,902	\$ 96,200,902	\$ 90,489,888	1,584.5%
050202	Information Systems Fund 0001	12,316,659	12,606,807	13,218,987	13,218,987	612,180	4.9%
050205	Community Program & Grant Fund 0001	4,803,063	518,699	3,746,129	3,746,129	3,227,430	622.2%
<b>Total Revenues</b>		<b>\$ 70,830,182</b>	<b>\$ 18,836,520</b>	<b>\$ 113,166,018</b>	<b>\$ 113,166,018</b>	<b>\$ 94,329,498</b>	<b>500.8%</b>



## Social Services Agency— Budget Unit 502

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 34,775,877	\$ 10,837,453	\$ 58,264,634	\$ 58,264,634	\$ 47,427,181	437.6%
Aid From Government Agencies - Federal	34,497,300	7,786,507	54,381,880	54,381,880	46,595,373	598.4%
Other Financing Sources	1,555,500	212,560	519,504	519,504	306,944	144.4%
Charges For Services	1,505	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 70,830,182</b>	<b>\$ 18,836,520</b>	<b>\$ 113,166,018</b>	<b>\$ 113,166,018</b>	<b>\$ 94,329,498</b>	<b>500.8%</b>

## Agency Office Admin Fund 0001 — Cost Center 050201

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	227.0	\$ 90,715,324	\$ 5,711,014
Board Approved Adjustments During FY 2016	-1.0	50,200,208	89,897,440
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	419,339	—
IntraCounty Adjustments	—	3,061,393	—
Other Adjustments	—	(2,818,832)	592,448
<b>Subtotal (Current Level Budget)</b>	<b>226.0</b>	<b>\$ 141,577,432</b>	<b>\$ 96,200,902</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 5,014	\$ —
Decision Packages			
Delete ChronicallyVacant Positions	-1.0	(141,302)	—
Enhance CLT Efforts at SSA	1.0	172,722	—
Augment Facilities Management Staff	1.0	124,915	—
Improve Office Space Efficiency	—	550,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 711,349</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>227.0</b>	<b>\$ 142,288,781</b>	<b>\$ 96,200,902</b>





**Information Systems Fund 0001 — Cost Center 050202**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	113.0	\$ 39,918,377	\$ 12,606,807
Board Approved Adjustments During FY 2016	1.0	181,847	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	749,783	—
IntraCounty Adjustments	—	1,246,153	—
Other Adjustments	—	(106,924)	612,180
<b>Subtotal (Current Level Budget)</b>	<b>114.0</b>	<b>\$ 41,989,236</b>	<b>\$ 13,218,987</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 435,499	\$ —
Decision Packages			
Improve Information Systems Knowledge and Effectiveness	1.0	189,111	—
Augment Information Systems Field Support	1.0	132,832	—
Expand Mobile Technology Initiative	—	164,813	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 922,255</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>116.0</b>	<b>\$ 42,911,491</b>	<b>\$ 13,218,987</b>

**Agency Staff Dev & Training Fund 0001 — Cost Center 050203**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	53.0	\$ 7,386,749	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	256,490	—
IntraCounty Adjustments	—	116	—
Other Adjustments	—	(16,919)	—
<b>Subtotal (Current Level Budget)</b>	<b>53.0</b>	<b>\$ 7,626,436</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Expand Information Systems Training	1.0	162,810	—
Expand Social Worker Training Unit	2.0	325,620	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 488,430</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>56.0</b>	<b>\$ 8,114,866</b>	<b>\$ —</b>



**Community Program & Grant Fund 0001 — Cost Center 050205**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 323,844	\$ 518,699
Board Approved Adjustments During FY 2016	1.0	5,702,897	2,914,118
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	278,039	—
IntraCounty Adjustments	—	—	36,812
Other Adjustments	—	142,262	276,500
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 6,447,042</b>	<b>\$ 3,746,129</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 6,447,042</b>	<b>\$ 3,746,129</b>

**Local Programs for Adults Youth&Family Fund 0001 — Cost Center 050206**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 7,575,251	\$ —
Board Approved Adjustments During FY 2016	—	160,681	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(976,209)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 6,759,723</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 6,759,723</b>	<b>\$ —</b>



**1991 Realignment— Budget Unit 506  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Total Net Expenditures \$</b>		<b>— \$</b>	<b>— \$</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>	<b>—</b>

**1991 Realignment— Budget Unit 506  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
<b>Total Gross Expenditures \$</b>		<b>— \$</b>	<b>— \$</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>	<b>—</b>

**1991 Realignment— Budget Unit 506  
Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5501	1991 Realignment -Admin Progs - Fund 0001	\$ 38,038,048	\$ 33,749,597	\$ 39,180,620	\$ 39,180,620	\$ 5,431,023	16.1%
5511	1991 Realignment-Assistance - Fund 0001	6,283,104	36,988,637	6,471,833	6,471,833	(30,516,804)	-82.5%
5516	1991 Realignment -IHSS - Fund 0001	35,679,964	11,665,923	36,751,704	36,751,704	25,085,781	215.0%
<b>Total Revenues \$</b>		<b>80,001,117 \$</b>	<b>82,404,157 \$</b>	<b>82,404,157 \$</b>	<b>82,404,157 \$</b>	<b>—</b>	<b>—</b>

**1991 Realignment— Budget Unit 506  
Revenues by Type**

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 80,001,117	\$ 82,404,157	\$ 82,404,157	\$ 82,404,157	—	—
<b>Total Revenues \$</b>	<b>80,001,117 \$</b>	<b>82,404,157 \$</b>	<b>82,404,157 \$</b>	<b>82,404,157 \$</b>	<b>—</b>	<b>—</b>



**1991 Realignment -Admin Progs - Fund 0001 — Cost Center 5501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	33,749,597
Board Approved Adjustments During FY 2016	—	—	5,431,023
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>39,180,620</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>39,180,620</b>

**1991 Realignment-Assistance - Fund 0001 — Cost Center 5511**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	36,988,637
Board Approved Adjustments During FY 2016	—	—	(30,516,804)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>6,471,833</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>6,471,833</b>

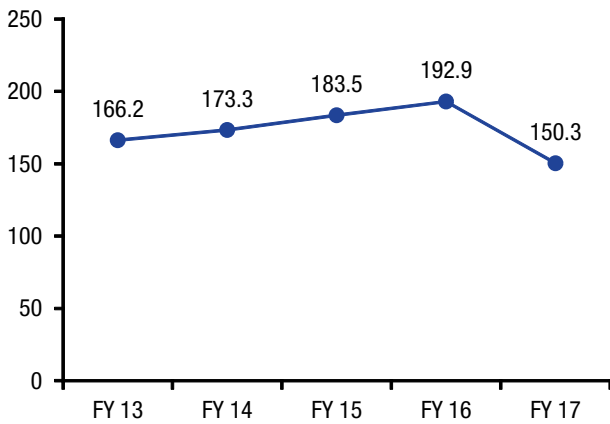
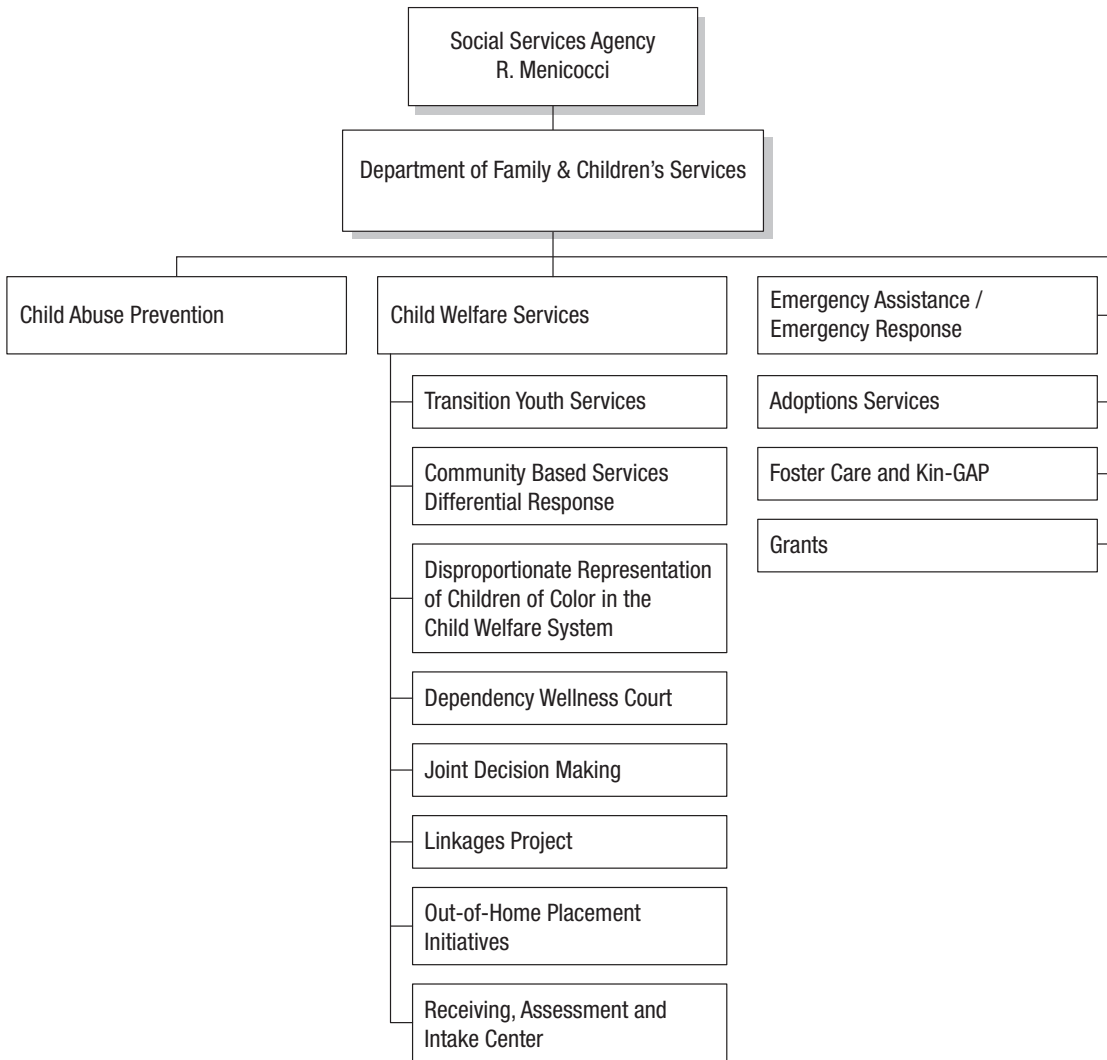


**1991 Realignment -IHSS - Fund 0001 — Cost Center 5516**  
**Major Changes to the Budget**

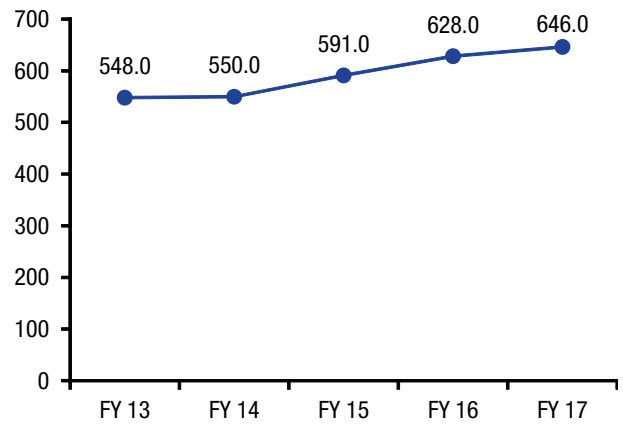
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	11,665,923
Board Approved Adjustments During FY 2016	—	—	25,085,781
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>36,751,704</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>36,751,704</b>



# Department of Family and Children’s Services — Social Services Agency



**Gross Appropriation Trend**



**Staffing Trend**



## 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 purpose of the Department of Family & Children's Services (DFCS) is to protect children from abuse and neglect, promote their healthy development, and provide services to families in order to preserve and strengthen their ability to care for their children. The Department is responsible for prevention, intervention, advocacy, and public education related to the protection of children and their need for consistency in their care and nurturing.

DFCS mandated services include working with families and community partners to provide community-based child abuse prevention strategies and programs. The DFCS operates a 24/7 Child Abuse and Neglect Reporting Center and provides Emergency Response Services, Family Maintenance Services, Family Reunification Services, Permanency Services, Independent Living Program Services, and activities to promote recruitment and development of out-of-home caregivers. Additional services and programs include the Receiving, Assessment and Intake Center, Adoption Services, Foster Care Licensing, and Family Resource Centers. Best practices and initiatives include the

Title IV-E Well-Being Project, California Partners for Permanency, Differential Response, Joint Response, Joint Decision-Making, education and employment services, a youth center (the Hub), Kin-GAP, voluntary and Informal Supervision Services, Dependency Wellness Court, Quality Caregiver's Initiative, the DFCS-CalWORKs Partnership, and the Extended Foster Care Program.

To accomplish its mandated and non-mandated services and key best practices and initiatives, DFCS maintains strong working relationships with families and youths; various County cultural and ethnic communities; the juvenile dependency court; public and private agencies; service providers and professionals; placement resource families and organizations; law enforcement agencies; and various planning, stakeholder, business and philanthropic groups, and organizations. In addition, DFCS has

worked to develop a strong youth and parent voice in development of policies and procedures as well as partnering with caregivers.

DFCS is responsible for developing and maintaining services and programs that prevent and address child abuse and neglect. This includes providing parent training with interactive options and family wellness and empowerment services.

### **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.

### **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.

### **Kinship Guardianship Assistance Payment Program (Kin-GAP)**

The Kinship Guardianship Assistance Payment Program (Kin-GAP) is a permanency option for children in appropriate long-term foster care placements with relative caregivers. Kin-GAP provides relative caregivers who are unable or unwilling to adopt a child in foster care with another option for exiting the child welfare system, provided that permanent placement in the relatives' home is in the best interest of the child.

### **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.

### **Title IV-E California Well-Being Demonstration Project**

The Title IV-E California Well-Being Project provides an opportunity for participating entities to use Federal funds more flexibly in order to test innovative approaches to child welfare service delivery and financing. Using this option, states can design and demonstrate a wide-range of approaches to reforming child welfare and improving outcomes in the areas of safety, permanency, and well-being. The Title IV-E Well-Being Project allows child welfare and probation departments to offer Federal foster care funds to children and families not normally eligible for Title IV-E support and also provides funding for certain services not normally covered under Title IV-E.

The Title IV-E Well-Being Project focuses on two State-mandated foundational components:

- **Prevention:** Wraparound for probation youth exhibiting delinquency risk factors that put them at risk of entering foster care.
- **Family Centered Practice:** Safety Organized Practice (SOP) to further implement and enhance the Core Practice Model for child welfare, focusing on services that prevent home removals and support less restrictive placement options.

The Title IV-E Well-Being Project focuses on the following goals/outcomes:

- Improve the array of services and supports available to children and families involved in the child welfare and juvenile probation systems;
- Engage families through a more individualized case-work approach that emphasizes family involvement;
- Increase child safety without an over-reliance on out-of-home care;





- Improve permanency outcomes and timeliness;
- Improve child and family well-being; and
- Decrease recidivism and delinquency for youth on probation.

To achieve these goals, staff has engaged both internal and external stakeholders in identifying service needs and alternative strategies. To prevent families from entering the child welfare system the following services will be explored: (1) enhanced alternative services or Path Zero where families will be served in the community using their natural supports; (2) flexible funding to be made available in the community to meet temporary unique needs of families; and (3) educating referring child abuse reporters to ensure referrals are made appropriately. To better serve families internally, the DFCS plans to (1) expand availability of flex funds so that cases do not need to be open in the child welfare system to meet families' needs; (2) expand parent advocacy in South County and address those families' unique needs; and (3) expand differential response slots to eliminate service wait lists.

### **Child and Family Practice Model**

The DFCS is in its fifth year of the five-year California Partners for Permanency (CAPP) Federal grant. The Child and Family Practice Model (CFPM), which developed out of the CAPP project, is focused on behaviors and approaches to better engage children and families who become involved with the child welfare system. The goal of using this new model is to increase permanency and decrease over-representation of African Ancestry children specifically, but also with the overall long-term goal of addressing these issues for all children in our communities. In addition, the CFPM involves Implementation Science as a way to ensure tracking and to monitor what approaches are working, and then ensure replication of the approaches that have been validated.

The CFPM is one of the cornerstones for the California Core Child Welfare Practice Model that is currently in development. The other cornerstone of the California Core Practice Model is the implementation of the Katie A. settlement which requires immediate inquiry, assessment, screening, and mental health services for children at-risk of entering or who have entered the child welfare system. This work provides alignment with the overall direction that the State is moving in, as well as building consistency within the system. For

Santa Clara County, the CFPM, Katie A., and California Core Practice Model are elements that also fully align with Santa Clara County's participation in the Title IV-E Waiver Demonstration Project and the required use of SOP as the identified intervention. A key aspect of the CFPM is the use of coaching and reflective practice and reflective supervision to ensure that the CFPM is being utilized and practiced as the model is intended, and if not, to make organizational and system adaptations to ensure fidelity to the model.

Ultimately, the desire is for the DFCS to become a coaching and a learning organization, which is better able to engage and work collaboratively with children, families, and communities to ensure child safety, well-being and permanency. Participation in the Title IV-E Waiver Demonstration Project will allow for better integration of SOP tools and methods as the CFPM continues to develop. As of January 1, 2016, 100% of DFCS staff has been trained on the CFPM. In addition, support staff and many system partners, such as community-based service organizations, the Ombudsman's Office, the Court and Court partners, and other key stakeholders have been trained on the CFPM. CFPM training will ultimately be incorporated into new Social Worker induction training as the DFCS continues to move towards full implementation and integration of the CFPM with the California Core Practice Model, Katie A. and utilization of SOP.

### **Dually-Involved Youth (DIY)**

In Santa Clara County, the DFCS and Juvenile Probation Department (JPD) has created the Dually-Involved Youth (DIY) Unit, which focuses on the emotional and behavioral well-being of youth who are involved with both the Juvenile Dependency and Juvenile Justice systems, and who are predominantly children of color. The DIY Unit assigns a social worker and probation officer to work collaboratively and jointly as a case management team for each youth assigned to the unit. Although it is too early to have significant quantitative data, initial results are promising.

## Community-Based Differential Response

Differential Response (DR), through various paths, recognizes each family's unique strengths and needs and provides an opportunity to tailor services based upon the family's individual needs and culture, as opposed to responding with a one-size-fits-all approach.

A primary focus of Differential Response services is to engage families, both to recognize the behaviors that put or keep the children at-risk and to change those behaviors through the assistance of supportive services.

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 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 III involves formal DFCS child welfare case management services provided to families when Juvenile Dependency Court intervention is necessary to ensure the safety of children. Path IV is the provision of aftercare services following court-ordered DFCS services to families who may benefit from continued support.

## Linkages Project

The Linkages Project was sponsored by a Federal grant awarded to the California Department of Children's Services to enhance, expand, and evaluate local partnership programs with the objective of increasing knowledge about coordinating child welfare and public assistance programs and establishing goals to reduce poverty, strengthen families, prevent child maltreatment and build stronger communities. DFCS and the Department of Employment and Benefit Services (DEBS) continue to partner to ensure that families served by both systems are provided coordinated resources through the CalWORKs Employment Services Program (CWES). Those who are

eligible are referred for no-fee services, such as counseling, transportation, and child care, which are vital to family reunification efforts.

In the past year, the SCC Linkages Partnership Team (LPT), which includes staff from both DFCS and DEBS, has been working collaboratively to create and implement a work plan to strengthen and expand the Linkages program to include other populations and to develop an evaluation plan. In the past year, the LPT has added sanctioned families and relative caregivers to the families Linkages support and increased the number of families served by 15%. The primary goal continues to be to ensure that all families serviced by both DFCS and DEBS experience a coordinated service plan and access all services and supports they need to keep children safe. Part of this effort has included collaborating with Abode Housing services for families experiencing housing issues.

## Transition Youth Services (ages 15-25)

Santa Clara County and community partners have developed Transition Youth Services (TYS) to support youth (ages 15-25) emancipating from the Juvenile Dependency or the Juvenile Delinquency System and transitioning to adulthood. YYS promotes a strong youth voice and a youth-led decision-making process in order to avoid gaps in support of youth and enhance effective services and programs.

Additional assistance for youths transitioning from care was provided in 2012 through passage of AB 12, the California Fostering Connections to Success Act. AB 12 provides for voluntary extended foster care for youths ages 18 and older and allows them to stay in care and receive the necessary support as they transition to adulthood.

DFCS staff, in collaboration with community-based organizations, provides the following YYS resources and services:

- Career Development Unit providing Employment/Job Readiness Training and Employment Support;
- Educational Services providing resources and support for all aged children towards educational success, with increase in graduation rates and post-secondary education;
- Housing options for safe and stable housing (THPP and THP-Plus);



- Independent Living Program, including case management;
- Data systems/project management to improve data tracking;
- Financial education to increase asset and financial awareness;
- The Hub, a youth-led resource center for youth ages 15-25; and
- Legal services and support, reproductive health and medical services and support, and wellness/mental health services.

### **Categorical Aid Payments**

The recommended budget for the Department of Family and Children Services (DFCS) and Department of Employment and Benefits Services (DEBS) includes funding for categorical aid payments. Categorical Aid payments are financial assistance payments

administered by various programs within the Social Services Agency. Categorical Aids are generally defined as social service programs designed to provide assistance to individuals who are without means or under a predetermined income threshold. The funds that flow into these programs are categorical, or restricted to the specific purposes defined by the program. The major programs within Categorical Aids are: Adoptions Assistance, California Work Opportunities and Responsibilities to Kids (CalWORKs), Cash Assistance Program for Immigrants (CAPI), Emergency Assistance Foster Care, Foster Care, General Assistance, Kinship Guardianship Assistance Payment (Kin-GAP), Refugee Assistance, Trafficking and Crime Victims Program, Transitional Housing Placement (THP), and Wraparound Program.

For FY 16-17, the recommended budget for Categorical Aid services and payments is \$198 million. The portion budgeted in DFCS is \$100 million.

## **Current and Emerging Issues**

### **Social Worker Recruitment and Retention**

In FY 15-16, DFCS operations were impacted by the continual loss of experienced social workers and the ongoing challenge to recruit bilingual, specifically Spanish-speaking, candidates. Despite hiring 69 new social workers in 2015, the Department had 40 current social worker vacancies as of February 2016.

Although the majority of social worker vacancies in DFCS are in continuing services units, the number of vacancies has been increasing in Dependent Intake and in the South County Bureau. In 2015, The Department partnered with the Employee Services Agency to implement new recruitment strategies and convene a social worker retention workgroup. The workgroup identified a number of key areas the Department is addressing, including visitation, Social Worker I resources, clerical support, and the challenges associated with the increasing frequency of international and other out-of-county travel. A staff satisfaction survey is planned for 2016.

### **Disproportionate Representation of Children of Color in the Child Welfare System**

Disproportionate representation of children of color in the child welfare system is not unique to Santa Clara County - it is an issue that exists in child welfare jurisdictions across the country. Nationwide, the disproportionate representation is among African Ancestry and Native American children. In Santa Clara County, the disproportionate representation is for African Ancestry and Latino children. This disproportionate representation is a reflection of larger issues across a variety of systems, as it is also reflected in the juvenile justice system and the adult criminal justice system.

DFCS has made disproportionality a primary issue and area of focus for the current System Improvement Plan (SIP). Specific goals and actions steps targeting elimination of disproportionate representation by the end of FY 17-18 are being coordinated with the current SIP.

## 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).

In FY 15-16, DFCS and the County have proactively engaged in the following efforts related to SIP and the Disproportionate Representation of Children of Color in the Child Welfare System:

- The California Partners for Permanency (CAPP), a Federal project focused on reducing long-term foster care and increasing permanency for children and youth. This project evaluates Santa Clara County's over-representation of children of African Ancestry in long-term foster care. A second element of the project was the implementation of a child and family practice model focused on developing greater consistency in child welfare practice and to more effectively engage and involve children and families in addressing issues and safety.
- 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. This project holds community forum meetings with community partners, social workers, youth, and families.
- The Children of Color Task Force, a group comprised of community partners, DFCS, and Social Services Agency staff, that conducts monthly reviews of County efforts to ameliorate disproportionality.

## Continuum of Care Reform

In October 2015, Governor Jerry Brown signed AB 403, which is focused on reforming the service delivery continuum for children and youth requiring out-of-home placement. Some of CCR's core values are permanency for all children; access to individualized services regardless of where a child is placed; collaboration through child and family teams; and a departure from congregate care (except for very specific, short-term, therapeutic interventions).

This policy shift changes how placements are categorized, approved, and ultimately how rates are structured. Under CCR, relatives, non-related extended family members, and foster parents will go through the Resource Family Approval Process (RFA) to be approved

as a resource home. This will replace the current licensing and relative approval process, and requires all counties to implement it by 2017.

## Receiving Assessment and Intake Center (RAIC)

The Children Seniors and Families Committee (CSFC) directed the DFCS to initiate a stakeholder process to obtain input for the development of an action plan for the RAIC's future location and operations. The DFCS retained Anderson Brulé Architecture, Inc. (ABA) to facilitate the development of a new service delivery model for the functions of the RAIC. During the planning process, ABA facilitated various meetings including the Regulatory Review meetings, Core Team meetings, Service Partners meetings, and Advisory Committee meetings.

Three site options were considered during the RAIC Planning Process, including the sites at Valley Health Center (VHC) East Valley Clinic, St. John Street Parking Lot, and Park & Go Lot at Camden Avenue/Almaden Expressway. The VHC East Valley Clinic site was ultimately selected because it offered the best option to fulfill the requirements of the RAIC. Additionally, the site provides the potential to offer adjacent services, such as pediatric clinic services. The DFCS submitted the final RAIC Strategic Operational Plan and Feasibility Study to the CSFC on October 1, 2015, and the Board of Supervisors on November 17, 2015. A decision will likely be made on the plan in calendar year 2016.

## Dave Thomas Foundation Grant

For the third consecutive year, the Department was awarded \$84,000 from the Dave Thomas Foundation to support and strengthen efforts to address the safety, permanency, and well-being of children and youth in foster care by implementing the following efforts:

- Enhanced foster care recruitment; and
- Targeted recruitment to overcome the scarcity of adoptive family homes for older youth through education of prospective families.

In 2016, the funding will support one classified term-limited position to work on finding forever homes for those children who are legally freed for adoption and those in Permanent Plan Living Arrangements.



## Foster Parent Recruitment and Support

In January 2016, the Department was awarded \$270,000 from the California Department of Social Services (CDSS) for foster parent recruitment, retention, and support. DFCS will utilize the funding to create a more robust and sustainable resource family program. The vision includes ensuring available resource homes for all children, youth, and non-minor dependents who need placements.

## Commercially Sexually Exploited Children

DFCS has led and engaged in multi-agency collaborations for the last several years to improve support and services to commercially sexually exploited children and youth. An allocation was granted to the County in FY 15-16 to augment CSEC activities and add positions. Currently, DFCS is developing and implementing policies and procedures based on the protocol approved by the California Department of Social Services (CDSS), and building upon the existing infrastructure.

DFCS is responsible for developing and implementing multi-disciplinary teams (MDTs) when there are reports of criminal sexual exploitation of children. The purpose of these MDTs is to ensure the specialized needs of exploited children and youth are met in a victim-centered and collaborative approach. After MDT procedures have been finalized, training will be developed and offered to all social worker staff.

The DFCS CSEC Committee is working jointly with San Mateo County to put on the third annual Youth Empowerment Conference. This conference targets young girls and women in the child welfare system who are vulnerable to, or victims of, commercial sexual exploitation.

## Structured Decision Making

Structured Decision Making® (SDM) is an evidence and research-based system that identifies key points in the life of a child welfare case, and uses structured analyses to improve the consistency and validity of each decision.

The objectives of SDM are to 1) identify critical decision points; 2) increase consistency in decision-making; 3) increase accuracy; and 4) target resources to those families with the greatest need. The SDM system has six components - a Hotline Tool; Safety Assessment Tool; a Risk Assessment Tool; a Family Strengths and Needs Assessment (FSNA) Tool; a Risk Reassessment Tool, and

a Reunification Reassessment Tool. The use of SDM at key decision making points will be required in Santa Clara County. The SDM system aligns with Safety Organized Practice (SOP) and the Child and Family Practice Model (CFPM) as it uses similar concepts (harm, danger, complicating factors, family strengths, protective capacity) and is focused on safety, well-being, and permanency.

The Department of Family and Children's Services (DFCS) is planning to transition from the use of the Comprehensive Assessment Tool (CAT) to the Structured Decision Making (SDM) System and Tools. Originally, the DFCS adopted the CAT as it included factors and considerations that SDM did not include, such as cultural considerations. However, over time, SDM has been updated to include many of these factors and the other CAT counties have gradually transitioned over to SDM. In addition, the California Department of Social Services (CDSS) is in the initial stages of developing a new child welfare computer system and will be requiring that all 58 counties utilize the same risk assessment tool as part of the new computer system. The DFCS will be working with the CRC and CDSS to develop a training and implementation plan with a target date of June 30, 2016 for full implementation.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017	FY 2017
				Ongoing Net Cost/(Savings)	One-Time Net Cost/(Savings)
Enhance Family and Permanency Support Bureau	↑	The recommendation increases the number of adoptive homes.	1.0	\$85,347	—
Augment Administrative Support for Social Workers	↑	The recommendation improves the coordination and efficiency of social workers.	2.0	\$232,138	—
Augment Case Review Staff	↑	The recommendation addresses mandated case reviews.	4.0	\$453,999	—
Maintain and Enhance Various Foster Care Contracts	↑	The recommendation funds contracts geared toward foster care system improvements.	—	\$977,912	—

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

#### ↑ Enhance Family and Permanency Support Bureau

**Recommended Action:** Add 1.0 FTE Social Worker III/II position in the Permanency Bureau.

**Service Impact:** The Social Worker III/II position will work to ensure a larger pool of culturally and geographically appropriate adoptive homes are found and made available for placement. Specifically, the position will develop a strategic plan for family recruitment in South County, conduct recruitment staff trainings, meet with prospective families, determine incentives for families who refer other placement families, and create a marketing plan that includes local newspapers, radio, and public transportation advertisements.

**Positions Added: 1.0 FTE**

**Ongoing Net Cost: \$85,347**

Total Cost of \$147,531 will be offset by \$62,184 in revenue

#### ↑ Augment Administrative Support for Social Workers

**Recommended Action:** Add 1.0 FTE Social Work Coordinator II position in the Administrative Support Bureau and 1.0 FTE Office Specialist III position in Service Bureau B.

**Service Impact:** The Social Work Coordinator II position will support case carrying workers with travel coordination outside of the County. The position will

collaborate with foreign consulates and child welfare agencies; advise social workers with respect to child welfare policies and procedures governing travel; set up system improvements for coordination of travel; serve as the liaison to fiscal staff; and identify challenges, barriers, and improvements for both domestic and international travel. When needed, the coordinator will also make mandated site visits.

This position was identified by the DFCS Retention Workgroup as a key strategy to improve social worker retention. An increasing number of children are being placed outside of Santa Clara County with social workers spending a substantial amount of time traveling. Twenty three percent of children/youth in care were placed out of county as of December 4, 2015 and an additional two percent out of state for a total of 315 children and youth placed outside of Santa Clara County. Additionally, Social Workers are frequently required to travel internationally to provide visitation and other mandated services to families living outside of the United States. Arrangements can be complex and include court orders and coordination with foreign embassies and child welfare agencies.

The Office Specialist III position will address the increased number of cases and re-assignments. The position will focus on understanding caseloads and aligning them with the specific skill sets of continuing workers. This will lead to improved matching between social workers and families, and more equitable and timely assignments of families to social workers.



Currently there is one staff person in the department assigning cases to social workers, and this staff person is in Dependent Intake. Social work staff turnover has substantially increased the number of assignments made. As workers leave or transfer, it is necessary to reassign their cases to other workers.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$232,138**

Total Cost of \$253,853 will be offset by \$21,715 in revenue

### ↑ Augment Case Review Staff

**Recommended Action:** Add 4.0 FTE Social Work Coordinators II positions.

**Service Impact:** The Social Work Coordinator II positions will support newly mandated activities relating to qualitative case file reviews, as described in California's All County Letter (ACL) No. 15 77. The mandate went into effect September 15, 2015, and due to limited staff resources, the Department is out of compliance, completing only one case as of February 5, 2016. By the end of FY 15-16, the backlog is expected to increase to 65 cases.

The Social Work Coordinator II positions will review information entered into the Child Welfare Services/Case Management System (CWS/CMS) database and the physical case file, as well as, conduct interviews with relevant parties, including social workers and probation officers, children, parents, caregivers and others. Information will be entered into a web-based system for Federal and State review. The case reviewers will also provide reports to Departmental leadership on Federal criteria and county practice findings; identify areas in need of improvement; collaborate with Departmental leadership to design and implement policy; and recommend practice changes to improve child and family outcomes. Two positions will be filled by monolingual English speaking staff, one by a Spanish speaker and the fourth by a Vietnamese speaker.

The review process for each case covers 18 domains and several subcategories. Case review instructions state that reviews may average two to five days. Given that the DFCS includes a high number of stakeholders in case-related activities, it is anticipated that local review timeliness will be five days or more. In order to complete a case review, the parents and children must

be interviewed. Otherwise, the case is eliminated and another case is randomly selected until the required 100 completed cases are achieved.

**Positions Added: 4.0 FTE**  
**Ongoing Net Cost: \$453,999**

Total Cost of \$623,124 will be offset by \$169,125 in revenue

### ↑ Maintain and Enhance Various Foster Care Contracts

**Recommended Action:** Allocate \$977,912 to fund various contracts.

**Service Impact:** The recommendation will enhance current contract services or mitigate the loss of revenue for various foster care-related contracts in DFCS. Funding can be used for contracts that provide education, personal development/job training, emergency aid, and foster care entry prevention services.

**Ongoing Net Cost: \$977,912**

### 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 budgeted here in DFCS (503).

#### Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Enhance Agency-Wide Process Improvement Efforts (AO)		\$74,000	(\$74,000)
Establish Social Worker Training Unit (AO)		\$71,867	(\$71,867)
Expand Information Systems Training		\$71,636	(\$71,636)
<b>DFCS Total</b>		<b>\$217,503</b>	<b>(\$217,503)</b>

### Department of Family & Children's Services— Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050301	DFCS Admin Fund 0001	\$ 9,447,351	\$ 10,077,018	\$ 10,929,925	\$ 11,708,830	\$ 1,631,812	16.2%
050302	DFCS Program Svcs Fund 0001	61,579,365	71,439,335	73,991,132	74,138,663	2,699,328	3.8%
050303	DFCS Program Support Fund 0001	7,847,593	8,503,722	9,534,849	9,632,921	1,129,199	13.3%
050304	Children's Receiving Center Fund 0001	3,291,750	4,733,028	4,829,205	5,807,117	1,074,089	22.7%
050305	DFCS Staff Dev. and Training Fund 0001	2,427,031	2,653,642	4,469,363	4,469,363	1,815,721	68.4%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	49,641,287	95,355,170	44,533,746	44,533,746	(50,821,424)	-53.3%
<b>Total Net Expenditures</b>		<b>\$ 134,234,378</b>	<b>\$ 192,761,915</b>	<b>\$ 148,288,221</b>	<b>\$ 150,290,641</b>	<b>\$ (42,471,274)</b>	<b>-22.0%</b>

### Department of Family & Children's Services— Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050301	DFCS Admin Fund 0001	\$ 9,447,351	\$ 10,077,018	\$ 10,929,925	\$ 11,708,830	\$ 1,631,812	16.2%
050302	DFCS Program Svcs Fund 0001	61,579,365	71,439,335	73,991,132	74,138,663	2,699,328	3.8%
050303	DFCS Program Support Fund 0001	7,855,990	8,587,033	9,534,849	9,632,921	1,045,888	12.2%
050304	Children's Receiving Center Fund 0001	3,291,750	4,733,028	4,829,205	5,807,117	1,074,089	22.7%
050305	DFCS Staff Dev. and Training Fund 0001	2,427,031	2,653,642	4,469,363	4,469,363	1,815,721	68.4%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	49,641,287	95,355,170	44,533,746	44,533,746	(50,821,424)	-53.3%
<b>Total Gross Expenditures</b>		<b>\$ 134,242,775</b>	<b>\$ 192,845,226</b>	<b>\$ 148,288,221</b>	<b>\$ 150,290,641</b>	<b>\$ (42,554,585)</b>	<b>-22.1%</b>

### Department of Family & Children's Services— Budget Unit 503 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 72,848,473	\$ 83,049,052	\$ 88,391,583	\$ 89,416,091	\$ 6,367,039	7.7%
Services And Supplies	61,394,302	108,402,620	58,503,084	59,480,996	(48,921,624)	-45.1%
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
<b>Total Gross Expenditures</b>	<b>\$ 134,242,775</b>	<b>\$ 192,845,226</b>	<b>\$ 148,288,221</b>	<b>\$ 150,290,641</b>	<b>\$ (42,554,585)</b>	<b>-22.1%</b>
Expenditure Transfers	(8,397)	(83,311)	—	—	83,311	-100.0%
<b>Total Net Expenditures</b>	<b>\$ 134,234,378</b>	<b>\$ 192,761,915</b>	<b>\$ 148,288,221</b>	<b>\$ 150,290,641</b>	<b>\$ (42,471,274)</b>	<b>-22.0%</b>





**Department of Family & Children's Services— Budget Unit 503**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050302	DFCS Program Svcs Fund 0001	\$ 52,314,253	\$ 89,639,850	\$ 37,568,538	\$ 38,022,801	\$ (51,617,049)	-57.6%
050305	DFCS Staff Dev. and Training Fund 0001	235,413	930,350	912,600	912,600	(17,750)	-1.9%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	35,579,564	63,462,163	34,938,261	34,938,261	(28,523,902)	-44.9%
<b>Total Revenues</b>		<b>\$ 88,129,230</b>	<b>\$ 154,032,363</b>	<b>\$ 73,419,399</b>	<b>\$ 73,873,662</b>	<b>\$ (80,158,701)</b>	<b>-52.0%</b>

**Department of Family & Children's Services— Budget Unit 503**  
**Revenues by Type**

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 42,050,131	\$ 79,658,694	\$ 32,182,653	\$ 32,351,778	\$ (47,306,916)	-59.4%
Aid From Government Agencies - Federal	45,226,940	74,289,169	41,152,246	41,437,384	(32,851,785)	-44.2%
Other Financing Sources	830,159	59,500	59,500	59,500	—	—
Charges For Services	22,000	25,000	25,000	25,000	—	—
<b>Total Revenues</b>	<b>\$ 88,129,230</b>	<b>\$ 154,032,363</b>	<b>\$ 73,419,399</b>	<b>\$ 73,873,662</b>	<b>\$ (80,158,701)</b>	<b>-52.0%</b>

**DFCS Admin Fund 0001 — Cost Center 050301**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	67.0	\$ 10,077,018	\$ —
Board Approved Adjustments During FY 2016	2.0	304,359	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	443,648	—
IntraCounty Adjustments	—	120,158	—
Other Adjustments	—	(15,258)	—
<b>Subtotal (Current Level Budget)</b>	<b>70.0</b>	<b>\$ 10,929,925</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Administrative Support for Social Workers	1.0	155,781	—



**DFCS Admin Fund 0001 — Cost Center 050301**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Augment Case Review Staff	4.0	623,124	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 778,905</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>75.0</b>	<b>\$ 11,708,830</b>	<b>\$ —</b>

**DFCS Program Svcs Fund 0001 — Cost Center 050302**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	432.0	\$ 71,439,335	\$ 89,639,850
Board Approved Adjustments During FY 2016	2.0	1,028,963	(54,173,809)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-15.0	(388,264)	—
IntraCounty Adjustments	—	16,067	—
Other Adjustments	—	1,895,031	2,102,497
<b>Subtotal (Current Level Budget)</b>	<b>419.0</b>	<b>\$ 73,991,132</b>	<b>\$ 37,568,538</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Delete ChronicallyVacant Positions	—	—	(14,130)
Enhance Family and Permanency Support Bureau	1.0	147,531	62,184
Expand Social Worker Training Unit	—	—	143,733
Augment Administrative Support for Social Workers	—	—	21,715
Augment Case Review Staff	—	—	169,125
Expand Information Systems Training	—	—	71,636
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 147,531</b>	<b>\$ 454,263</b>
<b>Recommended Budget</b>	<b>420.0</b>	<b>\$ 74,138,663</b>	<b>\$ 38,022,801</b>

**DFCS Program Support Fund 0001 — Cost Center 050303**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	92.0	\$ 8,503,722	\$ —
Board Approved Adjustments During FY 2016	7.0	609,248	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	459,276	—



**DFCS Program Support Fund 0001 — Cost Center 050303**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(37,397)	—
<b>Subtotal (Current Level Budget)</b>	<b>100.0</b>	<b>\$ 9,534,849</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Administrative Support for Social Workers	1.0	98,072	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 98,072</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>101.0</b>	<b>\$ 9,632,921</b>	<b>\$ —</b>

**Children's Receiving Center Fund 0001 — Cost Center 050304**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	24.0	\$ 4,733,028	\$ —
Board Approved Adjustments During FY 2016	—	95,594	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	16,716	—
IntraCounty Adjustments	—	33,554	—
Other Adjustments	—	(49,687)	—
<b>Subtotal (Current Level Budget)</b>	<b>23.0</b>	<b>\$ 4,829,205</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Maintain and Enhance Various Foster Care Contracts	—	977,912	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 977,912</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>23.0</b>	<b>\$ 5,807,117</b>	<b>\$ —</b>



**DFCS Staff Dev. and Training Fund 0001 — Cost Center 050305**  
**Major Changes to the Budget**

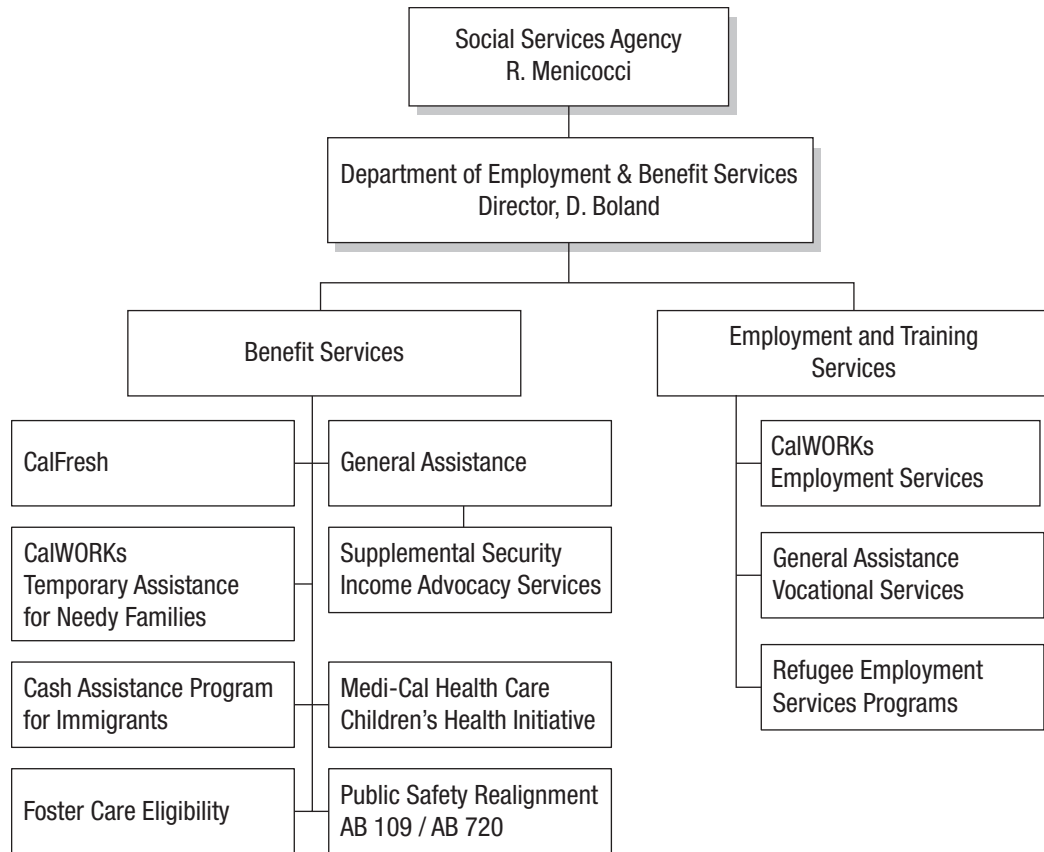
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	13.0	\$ 2,653,642	\$ 930,350
Board Approved Adjustments During FY 2016	—	—	(17,750)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	14.0	1,673,087	—
IntraCounty Adjustments	—	0	—
Other Adjustments	—	142,634	—
<b>Subtotal (Current Level Budget)</b>	<b>27.0</b>	<b>\$ 4,469,363</b>	<b>\$ 912,600</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>27.0</b>	<b>\$ 4,469,363</b>	<b>\$ 912,600</b>

**DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 050306**  
**Major Changes to the Budget**

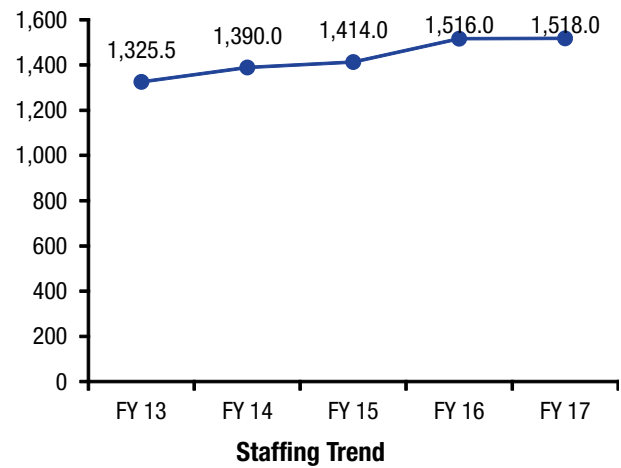
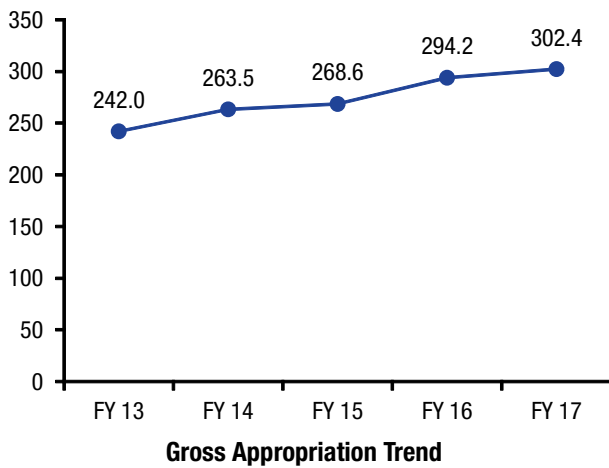
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 95,355,170	\$ 63,462,163
Board Approved Adjustments During FY 2016	—	(50,875,242)	(28,447,402)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	53,818	(76,500)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 44,533,746</b>	<b>\$ 34,938,261</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 44,533,746</b>	<b>\$ 34,938,261</b>



# Department of Employment and Benefit Services — Social Services Agency



Section 3: Children, Seniors,  
and Families



## Public Purpose

- Recipients of cash assistance receive services and support to transition from welfare to work and self-sufficiency.
- Eligible individuals and low-income workers receive necessary health, nutrition, and vocational services.



## Description of Major Services

The Department of Employment & Benefit Services (DEBS) oversees programs that provide health insurance, employment services, foster care benefits, food assistance, and support for basic living costs to low or modest income clients. The ultimate goal of DEBS is to provide clients a pathway from welfare to self-sufficiency.

DEBS continues to move toward a more customer-service oriented service delivery model. One that offers more self-service options, simplifies the process of obtaining and retaining benefits, allows clients to apply for benefits in the manner that is most convenient for them, and provides clients with the benefits they need as quickly as possible.

### Benefit Services Programs

Benefit services are designed to provide basic needs for eligible families and individuals including cash assistance, CalFresh (formerly called Food Stamps) and Medi-Cal. During the past year, the number of individuals applying for Medi-Cal and Cash Assistance Program for Immigrants (CAPI) services has increased while the number of clients receiving other benefits has decreased in varying rates.

### CalFresh

The Supplemental Nutrition Assistance Program (SNAP), renamed CalFresh in California, provides food support to low-income households. During the first six months of FY 15-16, Santa Clara County averaged 55,815 CalFresh cases each month, which represents a slight decrease of 1.4% from the same period in FY 14-15.

DEBS partners with Second Harvest Food Bank (SHFB) to conduct CalFresh outreach and to promote the CalFresh Restaurant Meals Program to elderly, homeless, and disabled CalFresh recipients. SHFB has worked closely with DEBS on efforts that include stationing DEBS staff at various Emergency Assistance Network (EAN) locations, providing immediate application and benefit assistance to clients on-site, and working with local school districts to identify potential clients through the free and reduced lunch program.

### CalWORKs

In California, the CalWORKs program administers the Federally-funded Temporary Assistance for Needy Families (TANF) program. CalWORKs provides temporary cash assistance to families with children by strengthening low-income parent access to the various resources they need to care for their children through employment and other related services. These benefits are time-limited for adults. In the first six months of



FY 15-16, the County averaged 9,217 CalWORKs cases each month (these cases generally receive cash assistance, Medi-Cal and CalFresh benefits), a 17.9% 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 15-16, the average monthly number of CAPI cases was 871, an increase of 9.2% as compared to the same time period in FY 14-15.

### **Foster Care Eligibility**

Foster Care Eligibility is responsible for eligibility determination and out-of-home care activities on behalf of children removed from the custody of a parent or guardian as a result of a judicial order with requisite findings, or a voluntary placement agreement. Legal mandates require completion of eligibility determination within 45 days from the date of client application. The program is also responsible for coordinating foster care provider payments. In the first six months of FY 15-16, the Foster Care Cash Aid Eligibility program averaged 1,146 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 extends foster care, KinGAP and Adoptions Assistance benefits for youth who are over 18 years of age and under 21 years of age. This program operates under Assembly Bill AB 12. Approximately 280 youth have been enrolled in this program since January 2012.

### **General Assistance (GA)**

The General Assistance (GA) program was established to meet the State-mandated requirement that each county implement a program to assist its indigent population not receiving aid through State and Federal programs. The program is 100% County General-Funded and provides benefits as a grant to residents who do not qualify for other benefit programs and have no other means of support. In the first six months of

FY 15-16, the average number of monthly GA cases was 4,512, an increase of 13% as compared to the same time period in FY 14-15.

### **GA Vocational Services**

The Vocational Services program of the GA Bureau provides employment related services, referring GA applicants and recipients to training and education or work experience at community organizations to enhance their employability. The Employment Readiness Program focuses on employment counseling, structured job search, interviewing techniques and job retention strategies. The program operates with the CalFresh Employment and Training (CalFresh E&T) funds received from the State and served an average of 1,600 clients per month for the first six months of FY 15-16, placing an average of 138 of those clients each month.

### **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.

The Elderly Refugee program places its focus on the senior (over age 60) refugee population with services aimed at enhancing both their quality of life and participation members of their new community. Services for the elderly population include citizenship classes, linkage and referral to community services, nutrition education, legal workshops, and referrals for healthcare.

### **Health Insurance**

DEBS is responsible for ensuring affordable medical coverage for low- and modest-income clients through the accurate and timely issuance of Medi-Cal benefits. As the implementation of the Affordable Health Care Act continues, DEBS continues to work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to ensure children, the eligible working poor, and former CalWORKs cash assistance recipients have access to affordable medical care.

### **Medi-Cal Program**

The Medi-Cal Program provides health care coverage to eligible low-income families and individuals. The income and property limits vary according to family size and category of Medi-Cal linkage. Individuals who

need medical assistance may go to one of the Social Services offices (which include Santa Clara Valley Medical Center and multiple clinics throughout the County) and apply for Medi-Cal. Individuals can also apply by mail or online through Benefits CalWIN. In the first six months of FY 15-16, the average monthly number of individuals receiving Medi-Cal was 410,727, a 16% increase over the same period in FY 14-15.

### **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 partners with other county stakeholders, including the Department of Correction, Probation Department, and Department of Behavioral Health Services on the implementation of AB 109 to ensure appropriate benefit services are provided to this population. Eligibility staff are out-stationed at the Reentry Resource Center as part of a wrap-around service program providing on-site eligibility determination of General Assistance, CalFresh and Medi-Cal programs to reentry clients, issuing EBT cards and expediting the issuance of benefits.

### **Inmates Health Care Enrollment (AB 720)**

Assembly Bill AB 720 encourages counties to enroll County jail inmates into medical programs prior to their release from custody. Social Services and Santa Clara Valley Health and Hospitals Services (SCVHHS) partner with the Sheriff's Office to assist inmates who are awaiting residential treatment beds or are mental health users. During the period of January to December 2015, a total of 2,615 Medi-Cal applications were submitted. The active caseload as of December 2015 is 2,440. The Board of Supervisors approved funding to continue this project through FY 15-16 with a goal to increase screening and applications to approximately 500 inmates per month.

### **Children's Health Initiative (CHI)**

The Children's Health Initiative is a collaborative health insurance program overseen by the SCVHHS in collaboration with DEBS, the Santa Clara Family Health Plan and community partners. DEBS' efforts to enroll children under 19 years of age into Medi-Cal continue to be successful, with 148,758 children on the Medi-Cal caseload as of January 2016. For those who are not eligible for no-cost full-scope Medi-Cal, a referral can be made to the Healthy Kids program for potential enrollment.

### **Supplemental Security Income Advocacy Services (SSI)**

The GA SSI Advocacy Services Unit performs a non-mandated service for GA clients potentially eligible for Social Security Benefits by assisting them through the Supplemental Security Income (SSI) application process. Successful SSI applications have allowed Santa Clara County to recover General Fund monies, as well, as offset the cost of the SSI Advocacy Unit. The SSI Advocacy collaboration between the SSA, GA SSI Advocacy, and the Santa Clara Valley Health and Hospital System (SCVHHS) remains strong. Out-stationed SSI advocates continue to connect SCVHHS clients to benefits through the Valley Homeless Health Program and the Community Wellness and Benefits Center, as well as, supporting Destination Home clients at one-stop homeless centers like HomeFirst and the Georgia Travis Center.

In FY 14-15, the SSI Advocacy Unit utilized its partnership with SSI advocacy law firms, assisting over 600 clients in obtaining SSI. These law firms offer another option to assist SSI GA clients in navigating and completing the SSI application process.

In order to provide SSI advocacy to other DEBS clients, the CalWORKs Social Work Unit established an SSI Advocacy Program with the goal of transitioning disabled CalWORKs clients into Federal benefits, such as SSI. In the Foster Care Bureau, an SSI Advocacy Coordinator submits SSI applications for all foster care children who are determined to likely be eligible for benefits.

### **Employment and Training Programs**

Employment and Training Programs facilitate the transition of current and former cash assistance recipients and working low-income families to successfully transition into self-sufficiency and stability within the program's 48-month time parameters.

### **CalWORKs Employment Services**

During the first six months of FY 15-16, CalWORKs Employment Services saw an average monthly caseload of approximately 3,809, a 32% decrease over FY 14-15. This number also includes voluntary clients (parents with children under the age of one year), teen parents, and some second parent volunteers in two-parent families. It also includes 1,240 working participants who no longer receive cash aid, but do receive supportive services for twelve months after securing employment. CalWORKs employment services achieved





unprecedented success by reaching an average work participation rate of 66.87% for FY 13-14 and FY 14-15, one of the highest rates in the State.

### **Categorical Aid Payments**

The recommended budget for the Department of Family and Children Services (DFCS) and Department of Employment and Benefits Services (DEBS) includes funding for categorical aid payments. Categorical Aid payments are financial assistance payments administered by various programs within the Social Services Agency. Categorical Aids are generally defined as social service programs designed to provide assistance to individuals who are without means or under a predetermined income threshold. The funds

that flow into these programs are categorical, or restricted to the specific purposes defined by the program. The major programs within Categorical Aids are: Adoptions Assistance, California Work Opportunities and Responsibilities to Kids (CalWORKs), Cash Assistance Program for Immigrants (CAPI), Emergency Assistance Foster Care, Foster Care, General Assistance, Kinship Guardianship Assistance Payment (Kin-GAP), Refugee Assistance, Trafficking and Crime Victims Program, Transitional Housing Placement (THP), and Wraparound Program.

For FY 16-17, the recommended budget for Categorical Aid services and payments is \$198 million. The portion budgeted in DEBS is \$97.8 million.

### **Current and Emerging Issues**

DEBS has worked to streamline processes in order to serve clients as quickly and efficiently as possible. As a result, client wait times have declined in all DEBS office locations for all benefit services and a growing number are receiving same-day services.

In FY 14-15, DEBS implemented the Telephonic Signature recertification process for CalFresh and CalWORKs clients. What began as a pilot project in a few offices is now in nearly every DEBS office, allowing clients to complete their periodic reporting over the telephone in a few simple steps. This new system has proven to be accurate, easy-to-use, and efficient, eliminating the need for lengthy paper forms and office visits.

Medi-Cal redetermination has also been streamlined, with an increasing percentage of clients eligible for an automatic renewal through the Federal Hub. A verification of income and other eligibility requirements is run behind-the-scenes, allowing Medi-Cal benefits to continue uninterrupted.

### **CalWORKs Housing Support Program**

Family Stabilization is a component of the CalWORKs program that provides intensive case management and services aimed at stabilizing families. The stabilization services provided to each CalWORKs family focuses on the immediate housing crisis and long-term stability. In

the first six months of FY 15-16, 49 families received services which allowed them to avoid eviction and homelessness.

In partnership with Abode Services, the CalWORKs Housing Support Program (HSP) provides homeless CalWORKs families with a variety of services and assistance to secure, stable permanent housing. Ongoing State funding has allowed DEBS to continue to provide these vital services, assisting a total of 322 families as of December 2015. In the coming year, together with the Office of Supportive Housing, DEBS and Abode will extend their reach with the Light Touch Housing program, serving additional DEBS clients who are ineligible for the CalWORKs HSP program.

### **Expanding Outreach Efforts and Strengthening Partnerships**

DEBS maintains a commitment to reaching the most vulnerable residents of Santa Clara County by continually seeking innovative partnerships. Over the past year, DEBS has strengthened existing partnerships with the local Emergency Assistance Network (EAN), placing out-stationed Eligibility Workers at partner agencies across the County. These workers process applications and provide education about benefit programs on-site, in the neighborhoods where clients live and work.

Over the past year, DEBS has made significant strides in reaching out to the homeless in Santa Clara County. Staff are providing same day services in County offices,

as well as, direct services at emergency shelters, community organizations and homeless encampments. Eligibility Workers have taken an active role, partnering with organizations including the Sunnyvale Cold Weather Shelter, and the Breakthrough Outreach Hi-

Tech Rover, offering on-the-spot intake for those in need of CalFresh and Medi-Cal. These partnerships have quickly become an important part of DEBS' outreach efforts, and staff continue to develop strategies to further expand these services to additional sites.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Expand Quality Control Unit	↑	The recommendation will focus on reducing the case error rate.	1.0	\$13,080	—
Add/Delete for Benefits Service Center	◆	The recommendation improves staff flexibility in the Benefits Service Center.	—	\$10,761	—

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

#### ↑ Expand Quality Control Unit

**Recommended Action:** Add 1.0 FTE Eligibility Examiner position.

**Service Impact:** The Eligibility Examiner position will provide a second phase of case review in the Quality Control Unit (QC) and provide process and technical guidance for newly-hired eligibility workers.

The QC unit, as mandated by the State, is responsible for reviewing cases in targeted areas to ensure that programs such as CalFresh, Medi-Cal, and Temporary Assistance for Needy Families (TANF) meet State and Federal requirements. Since FY 11-12, Santa Clara County's error rate has increased due to staff reassignments that have shifted staff away from quality control towards caseload and direct client services. The County will face State and Federal penalties if the current error rate of 2.73% is not addressed, and increases to 3% in the upcoming year.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$13,080**

Total Cost of \$133,467 will be offset by \$120,387 in revenue

#### ↑ Add/Delete for Benefits Service Center

**Recommended Action:** Add 1.0 FTE Management Analyst/Associate Management Analyst A/B position and delete 1.0 FTE Associate Management Analyst A/B position.

**Service Impact:** DEBS has undergone several business model changes since 2009. Accordingly, the role of a DEBS management analyst has also evolved with new labor agreements and overall business model changes.

The alternately staffed Management Analyst/Associate Management Analyst A/B position will expand the range of projects the analyst can be assigned. The recommendation will expand the candidate pool and allow DEBS greater flexibility to hire staff at lower or higher experience levels. Maintaining the lower job code allows DEBS the opportunity to provide on-the-job training, gradually increase the scope and complexity of the work performed, and promote the analyst. The higher job code will allow DEBS to hire an experienced analyst who can address complex issues in the Benefits Center, work interdependently, and exercise greater discretion in decision-making.

**Ongoing Net Cost: \$10,761**

Total Cost of \$21,523 will be offset by \$10,762 in revenue



### Summary of Fiscal Impacts Outside 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 budgeted here in DEBS (BU 504).

#### Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Improve Information Systems Knowledge and Effectiveness (AO)		\$91,140	(\$91,140)
<b>DEBS Total</b>		<b>\$520,962</b>	<b>(\$520,962)</b>

### Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Augment Information Systems Field Support (AO)		\$63,759	(\$63,759)
Expand Mobile Technology Initiative		\$78,947	(\$78,947)
Augment Facilities Management Staff		\$53,266	(\$53,266)
Improve Office Space Efficiency		\$233,850	(\$233,850)
<b>DEBS Total</b>		<b>\$520,962</b>	<b>(\$520,962)</b>

### Department of Employment & Benefit Svc— Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050401	DEBS Admin Fund 00001	\$ 16,092,640	\$ 16,455,559	\$ 16,557,089	\$ 16,426,076	\$ (29,483)	-0.2%
050402	DEBS Program Svcs Fund 0001	135,446,845	153,403,025	156,743,080	157,029,083	3,626,058	2.4%
050403	DEBS Program Support Fund 0001	19,962,542	19,881,290	21,790,423	21,790,423	1,909,133	9.6%
050404	DEBS Trainees Fund 0001	5,508,076	7,188,804	9,162,730	9,162,730	1,973,926	27.5%
050405	DEBS Benefit Payments Fund 0001	78,452,549	97,018,763	97,814,306	97,814,306	795,543	0.8%
<b>Total Net Expenditures</b>		<b>\$ 255,462,651</b>	<b>\$ 293,947,441</b>	<b>\$ 302,067,629</b>	<b>\$ 302,222,619</b>	<b>\$ 8,275,178</b>	<b>2.8%</b>

### Department of Employment & Benefit Svc— Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050401	DEBS Admin Fund 00001	\$ 16,092,640	\$ 16,455,559	\$ 16,557,089	\$ 16,426,076	\$ (29,483)	-0.2%
050402	DEBS Program Svcs Fund 0001	135,446,845	153,403,025	156,743,080	157,029,083	3,626,058	2.4%
050403	DEBS Program Support Fund 0001	19,962,542	19,881,290	21,935,332	21,935,332	2,054,042	10.3%
050404	DEBS Trainees Fund 0001	5,508,076	7,188,804	9,162,730	9,162,730	1,973,926	27.5%
050405	DEBS Benefit Payments Fund 0001	78,452,549	97,018,763	97,814,306	97,814,306	795,543	0.8%
<b>Total Gross Expenditures</b>		<b>\$ 255,462,651</b>	<b>\$ 293,947,441</b>	<b>\$ 302,212,538</b>	<b>\$ 302,367,528</b>	<b>\$ 8,420,087</b>	<b>2.9%</b>



### Department of Employment & Benefit Svc— Budget Unit 504 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 156,013,022	\$ 171,370,585	\$ 177,996,201	\$ 178,151,191	\$ 6,780,606	4.0%
Services And Supplies	99,449,630	122,576,856	124,216,337	124,216,337	1,639,481	1.3%
<b>Total Gross Expenditures</b>	<b>\$ 255,462,651</b>	<b>\$ 293,947,441</b>	<b>\$ 302,212,538</b>	<b>\$ 302,367,528</b>	<b>\$ 8,420,087</b>	<b>2.9%</b>
Expenditure Transfers	—	—	(144,909)	(144,909)	(144,909)	n/a
<b>Total Net Expenditures</b>	<b>\$ 255,462,651</b>	<b>\$ 293,947,441</b>	<b>\$ 302,067,629</b>	<b>\$ 302,222,619</b>	<b>\$ 8,275,178</b>	<b>2.8%</b>

### Department of Employment & Benefit Svc— Budget Unit 504 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050401	DEBS Admin Fund 00001	\$ 661,704	\$ 931,068	\$ 931,068	\$ 931,068	—	—
050402	DEBS Program Svcs Fund 0001	221,654,085	250,300,160	249,995,089	250,721,200	421,040	0.2%
050403	DEBS Program Support Fund 0001	1,578,099	—	1,597,000	1,597,000	1,597,000	n/a
050405	DEBS Benefit Payments Fund 0001	67,075,284	85,994,988	86,784,120	86,784,120	789,132	0.9%
<b>Total Revenues</b>		<b>\$ 290,969,172</b>	<b>\$ 337,226,216</b>	<b>\$ 339,307,277</b>	<b>\$ 340,033,388</b>	<b>\$ 2,807,172</b>	<b>0.8%</b>

### Department of Employment & Benefit Svc— Budget Unit 504 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 1,906,716	\$ 3,123,327	\$ 3,240,881	\$ 3,240,881	\$ 117,554	3.8%
Aid From Government Agencies - State	139,456,153	142,990,037	146,633,893	146,640,936	3,650,899	2.6%
Aid From Government Agencies - Federal	149,606,303	191,112,852	189,432,503	190,151,571	(961,281)	-0.5%
<b>Total Revenues</b>	<b>\$ 290,969,172</b>	<b>\$ 337,226,216</b>	<b>\$ 339,307,277</b>	<b>\$ 340,033,388</b>	<b>\$ 2,807,172</b>	<b>0.8%</b>



**DEBS Admin Fund 00001 — Cost Center 050401**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	116.0	\$ 16,455,559	\$ 931,068
Board Approved Adjustments During FY 2016	—	(30,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	248,737	—
IntraCounty Adjustments	—	(70,157)	—
Other Adjustments	—	(47,050)	—
<b>Subtotal (Current Level Budget)</b>	<b>114.0</b>	<b>\$ 16,557,089</b>	<b>\$ 931,068</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add/Delete for Benefits Service Center	-1.0	(131,013)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ (131,013)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>113.0</b>	<b>\$ 16,426,076</b>	<b>\$ 931,068</b>

**DEBS Program Svcs Fund 0001 — Cost Center 050402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	1,051.0	\$ 153,403,025	\$ 250,300,160
Board Approved Adjustments During FY 2016	1.0	525,419	(1,404,426)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	21.0	3,752,797	—
IntraCounty Adjustments	—	(6,936)	—
Other Adjustments	—	(931,225)	1,099,355
<b>Subtotal (Current Level Budget)</b>	<b>1,073.0</b>	<b>\$ 156,743,080</b>	<b>\$ 249,995,089</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Expand QualityControl Unit	1.0	133,467	120,387
Enhance CLT Efforts at SSA	—	—	74,000
Augment Facilities Management Staff	—	—	53,266
Improve Office Space Efficiency	—	—	233,850
Add/Delete for Benefits Service Center	1.0	152,536	10,762
Improve Information Systems Knowledge and Effectiveness	—	—	91,140
Augment Information Systems Field Support	—	—	63,759



**DEBS Program Svcs Fund 0001 — Cost Center 050402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Expand Mobile Technology Initiative	—	—	78,947
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 286,003</b>	<b>\$ 726,111</b>
<b>Recommended Budget</b>	<b>1,075.0</b>	<b>\$ 157,029,083</b>	<b>\$ 250,721,200</b>

**DEBS Program Support Fund 0001 — Cost Center 050403**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	242.0	\$ 19,881,290	\$ —
Board Approved Adjustments During FY 2016	—	1,452,091	1,597,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	743,702	—
IntraCounty Adjustments	—	(486)	—
Other Adjustments	—	(286,174)	—
<b>Subtotal (Current Level Budget)</b>	<b>242.0</b>	<b>\$ 21,790,423</b>	<b>\$ 1,597,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>242.0</b>	<b>\$ 21,790,423</b>	<b>\$ 1,597,000</b>

**DEBS Trainees Fund 0001 — Cost Center 050404**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	107.0	\$ 7,188,804	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-19.0	1,958,310	—
IntraCounty Adjustments	—	0	—
Other Adjustments	—	15,616	—
<b>Subtotal (Current Level Budget)</b>	<b>88.0</b>	<b>\$ 9,162,730</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —



**DEBS Trainees Fund 0001 — Cost Center 050404**  
**Major Changes to the Budget**

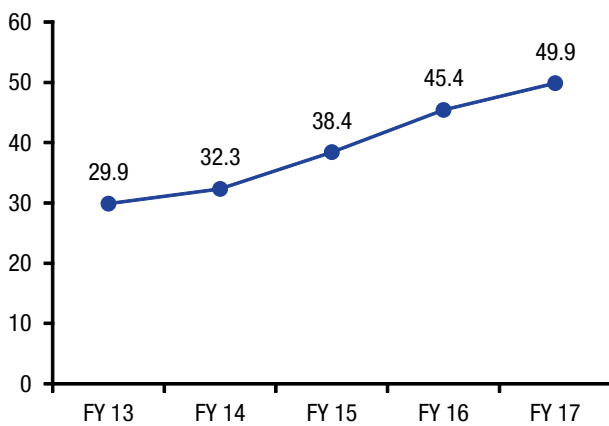
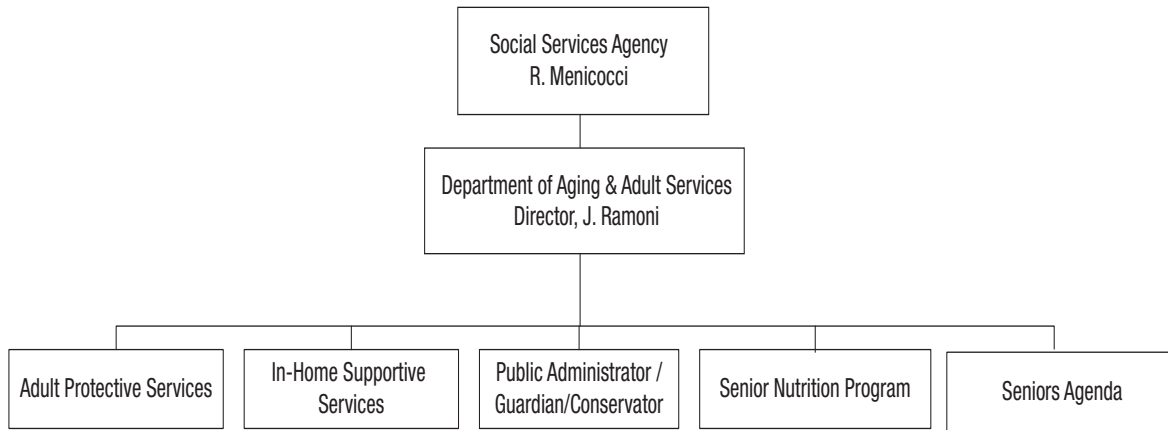
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>88.0</b>	<b>\$ 9,162,730</b>	<b>\$ —</b>

**DEBS Benefit Payments Fund 0001 — Cost Center 050405**  
**Major Changes to the Budget**

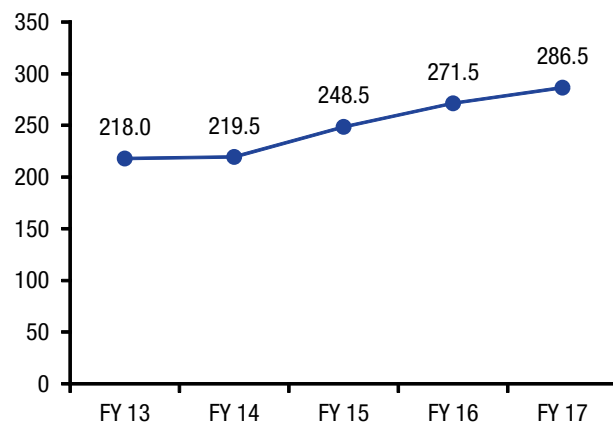
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 97,018,763	\$ 85,994,988
Board Approved Adjustments During FY 2016	—	795,543	789,132
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 97,814,306</b>	<b>\$ 86,784,120</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 97,814,306</b>	<b>\$ 86,784,120</b>



# Department of Aging and Adult Services — Social Services Agency



**Gross Appropriation Trend**



**Staffing Trend**

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.**
- **Safeguard and manage the property and assets of conserved clients' estates.**
- **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

### Adult Protective Services (APS)

APS is mandated by the State of California Welfare and Institutions Code to receive and investigate reports of abuse or neglect regarding elders (age 65 or older) or dependent adults (ages 18 to 64 who are mentally and/or physically disabled and unable to protect and/or advocate on their own behalf). APS is mandated to respond to urgent situations 24-hours a day, 7 days a week. In Santa Clara County, the Adult Protective Services program works with elders, dependent adults, families, and care providers to protect clients and prevent abuse or neglect.

The APS investigation focuses on a comprehensive psycho-social assessment of the elder or dependent adult. The allegations of abuse or neglect are examined and the level of risk is assessed. A service plan is developed with the elder or dependent adult's participation. Services are provided to protect clients from abuse and neglect, reduce client risk, and to maintain and enhance quality of life. Assistance may also include the purchase of food, utilities, or medical care. APS social workers may provide referrals or linkage

to community services, public benefits, legal organizations, medical professionals and law enforcement.

In FY 14-15, APS received 4,365 abuse reports (a 16% increase from the previous year) and maintained 7,458 active cases (a 13% increase from the previous year). The division also responded to more than 1,400 calls for Information and Referral, in which staff supplied information, consultation and referrals to other services. APS services are provided by a bilingual-staff of individuals who speak English, Spanish, Vietnamese, and Mandarin.

### In-Home Supportive Services (IHSS)

IHSS is a Federal, State, and County program designed to prevent institutionalization of elderly, blind, or disabled people when they are no longer able to fully care for themselves or handle routine household tasks. The purpose of the program is to allow these individuals to live safely at home rather than in costly and less desirable out-of-home institutional placement.

Multilingual social workers and staff perform assessments, determine eligibility, and calculate the number of authorized monthly service hours of over 21,368 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 20,095 full or part-time independent service providers in Santa Clara County alone.

IHSS is one of the largest social services entitlement programs in California. The number of applications for services is predicted to continue to increase due to the aging of the population and the desire of individuals to remain at home rather than face institutionalization.

The staff who determine eligibility are budgeted in the DAAS (BU505). Individual providers (IP) health benefits, Public Authority (PA) administration cost and the IHSS Maintenance of Effort (MOE) are budgeted in IHSS (BU116).

### **Public Administrator/Guardian/Conservator (PAGC)**

As the court-ordered decision-maker, the PAGC protects and ensures safe and secure environments for the County's most vulnerable adults by maintaining strong partnerships with community agencies. The PAGC advocates for the least restrictive living environment, promoting clients' quality of life, managing estates, and administering decedent cases.

The Conservatorship division is the surrogate decision maker for individuals determined by the Probate Court to be unable to care for themselves. The Conservatorship division has two sections: Lanterman-Petris-Short (LPS) for those who are gravely mentally ill, and Probate for those elderly or dependent adults who are unable to provide for themselves due to cognitive incapacity. The Deputy Public Guardian Conservator (DPGC) manages the daily needs of the client such as housing, medical, care-giving, and paying monthly bills. DPGCs work with Estate Administrators to document income and expenses for estate planning.

The Estate Administration division contains two sections, as well: Estate Administration (EA) is charged with management and administration of clients' estates, including real property, complex trusts, stock portfolios, and all personal assets. The Public Administration (PA) division is State-mandated to administer the estates of Santa Clara County deceased residents who do not have friends or family in the United States, who are willing and/or able to administer the decedent's estate. The PA safeguards the estate from

loss, theft, or misappropriation; makes burial arrangements; conducts thorough investigations to collect assets; pays creditors, and locates persons legally entitled to inherit the remaining assets of the estate. After approval of a court accounting, the assets of the estate are distributed to the beneficiaries.

In 2015, the PAGC served approximately 800 clients, handled 260 decedent cases, and managed an inventory of over \$74 million in client assets.

### **Senior Nutrition Program (SNP)**

The SNP promotes better health and well-being for seniors over the age of 60 by providing dietitian approved and ethnically diverse meals at congregate sites and through the Meals-on-Wheels home-delivered meal program. SNP services are provided through local partnerships with Sourcewise (the designated Area Agency on Aging for Santa Clara County), municipalities, and a number of non-profit community based organizations (CBOs).

In an effort to bring seniors to meal sites, SNP partners with Outreach and Escort Inc. to facilitate the distribution of bus passes and gas cards, arrange van and volunteer driver rides, and ADA-eligible paratransit rides.

### **Seniors Agenda**

The Seniors' Agenda became the fifth program initiative of the Department of Aging and Adult Services in 2015. The purpose of the program is to coordinate a response to the future needs of the rapidly growing population of people over the age of 60. Santa Clara County, and the rest of the nation, is experiencing this change in the demographic composition of its population. By 2030, one in four Santa Clara County residents will be over the age 60 (27.6%). The fastest growing segment of this population is the oldest of the old (those 85 or older). The increase in the percentage of people over the age of 60 impacts the whole county as it strives to provide services to meet the needs of this large demographic segment.

The Seniors Agenda is a collective impact effort to address and prepare for the population increase. The Seniors Agenda community initiative focused on seven major areas: (1) Transportation & Mobility; (2) Housing;



(3) Volunteerism & Civic Engagement; (4) Funding & Policy; (5) Education & Outreach; (6) Information & Assistance; and (7) Mental Health.

The Seniors Agenda continues to build momentum with over 250 individuals from over 110 organizations participating in a collaborative process to make Santa Clara County a county for all ages. The Seniors Agenda

is providing leadership to reach the County's goal of achieving the World Health Organization's designation as an Age-friendly County/City by 2017. In addition, at the 2015 White House Conference on Aging, Santa Clara County was announced as one of the eight pilot communities for the Dementia Friendly American Initiative.

## Current and Emerging Issues

### Seniors Agenda

The accomplishments and collaborative efforts of the Seniors Agenda has led to the next goal to achieving the World Health Organization's designation of an Age-friendly County and joining the international network of cities and counties who are intentionally preparing for two global demographic trends: the rapid aging population and increasing urbanization. The goal is to have all cities in Santa Clara County align with the County to become a World Health Organization Age-friendly county/city by 2017. In 2011, the towns of Los Altos and Los Altos Hills became the first towns in Santa Clara County to receive this award. The first cities to begin the process are San Jose, Morgan Hill, Santa Clara, Mt. View, Palo Alto, Sunnyvale, Los Gatos and Saratoga.

With the technical assistance of the Center for Age Friendly Excellence (CAFÉ) each city and the county will assess their community for age friendliness using the eight domains: 1) Transportation; 2) Housing; 3) Outdoor Space & Building; 4) Communication & Information; 5) Civic Participation & Employment; 6) Respect & Social Inclusion; 7) Social Respect; 8) Community Support & Health Services. In collaboration with the Department of Public Health, there will be a county-wide survey to complement the focus groups. The outcomes from the assessment will be used to develop initiatives to make our cities and county a more inclusive and accessible urban environment that promotes active aging.

### Coordinated Care Initiative (CCI)

The Coordinated Care Initiative (CCI) was passed in July 2012 and marked an important step toward improving California's Medi-Cal (Medicaid) care delivery system. The CCI integrates delivery of medical, behavioral, and long-term care services and provides a demonstration

pilot opportunity to integrate Medicare and Medi-Cal for people in both programs, called dual-eligible beneficiaries. A major component of the CCI is the IHSS program. Under CCI, Medi-Cal beneficiaries, including dual-eligible beneficiaries, are required to join a Medi-Cal managed care health plan to receive benefits, including IHSS. CCI is composed of three major parts.

- **Long-Term Supports and Services (LTSS) as a Medi-Cal Managed Care Benefit:** CCI includes the addition of LTSS into Medi-Cal managed care. LTSS includes nursing facility care (NF), In-Home Supportive Services (IHSS), Multipurpose Senior Services Program (MSSP), and Community-Based Adult Services (CBAS). This change impacts about 60,000 Medi-Cal only enrollees and up to 456,000 persons eligible for both Medicare and Medi-Cal who are in Cal MediConnect.
- **Cal Medi-Connect Program (CMC):** A three-year demonstration project for persons eligible for both Medicare and Medi-Cal (dual-eligibles) to receive coordinated medical, behavioral health, long-term institutional, and home-based and community-based services through a single organized delivery system (health plan).
- **Mandatory Enrollment of Dual-Eligibles and Others into Medi-Cal Managed Care:** Most Medi-Cal beneficiaries, including dual-eligibles, partial dual-eligibles, and previously excluded Seniors and Persons with Disabilities (SPDs) who are Medi-Cal only, are required to join a Medi-Cal managed care health plan to receive their Medi-Cal benefits.

The purpose and goal of CCI is to promote the coordination of health and social care for Medi-Cal consumers, and to create fiscal incentives for health plans to make decisions that keep their members

healthy and out of institutions; especially given that hospital and nursing home care are more expensive than home and community-based care.

Prior to CCI, dual-eligibles accessed services through a complex system of disconnected programs funded by different government programs (e.g., Federal, Medi-Cal, IHSS-county based). This fragmentation often led to beneficiary confusion, delayed care, inappropriate utilization, and unnecessary costs.

As a pilot county, Santa Clara initiated the LTSS portion of the CCI in 2014 and the Cal MediConnect (CMC) Program in 2015. As of November 2015, the total Statewide enrollment in CMC is 116,356. In Santa Clara County, 12,423 have enrolled. In the county, the overall opt-out rate is at 40 percent and for IHSS recipients, the opt-out rate is 48 percent. Statewide, there was an approximate 45 percent overall opt-out rate and 61 percent for IHSS recipients. These opt-out rates are higher than the initial prediction of 33 percent and vary by county.

Efforts to evaluate CMC, including how enrollees are experiencing care coordination and its effects on health care delivery, are progressing. CMS will have the first annual California-specific evaluation report, with a thorough review of utilization data, available in early 2017.

## Federal Overtime Regulations

Due to the federal passage of the Fair Labor Standards Act (FLSA) regulations, the California Department of Social Services (CDSS) announced on November 1, 2015, that payment for overtime for IHSS providers would begin on February 1, 2016. The regulations require 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.

On February 1, 2016, CDSS began sending the required forms to recipients and providers. These forms are now being returned to IHSS with required information for data entry. There will be a three-month grace period, in which providers will be permitted to make errors (violations) on their timesheets claiming overtime. Following this three-month grace period, IHSS is expected to track each violation committed by each provider because violations could lead to suspension or termination from provider status. The State continues to deliver instruction regarding administration of the new requirements.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Adult Protective Services Social Work Staff	↑	The recommendation addresses rising elder abuse and neglect cases.	1.0	\$72,023	—
Augment Adult Protective Services Medical Staff	↑	The recommendation addresses the rising number of clients with health issues.	1.0	\$47,341	—
Expand In-Home Supportive Services Program	↑	The recommendation will help reduce caseloads and backlogs.	6.0	—	—
Augment Administrative Support for the In-Home Supportive Services Program	↑	The recommendation provides additional oversight, quality control and support for rising IHSS caseloads.	2.0	—	—

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



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Increase Support Staff for Fair Labor Standards Act Regulations	↑	The recommendation will implement and assure compliance with new FLSA regulations.	2.0	—	—
Increase Staff Support in the Office of the Public Guardian	↑	The recommendation will improve the efficiency, timeliness and coordination of staff work.	1.0	\$114,036	—
Sustain Senior Nutrition Services	↑	The recommendation addresses growing demand and loss of revenue for Senior Nutrition Services.	—	\$800,000	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Adult Protective Services Social Work Staff

**Recommended Action:** Add 1.0 FTE Social Worker III/II position in the Adult Protective Services (APS) office.

**Service Impact:** There is a steady increase in the number of vulnerable elders and dependent adults that APS is mandated to serve. The population of elders is projected to double in the next 10 years, reaching 22% of the population. Consistent with this trend, elder and dependent adult abuse reports grew from 3,736 reports in FY 13-14 to 4,365 in FY 14-15, an increase of 16%. The number of abuse cases investigated also rose from 6,594 cases in FY 13-14 to 7,458 cases in FY 14-15, an increase of 13%.

The Social Worker III/II position will help process the growing number of emergency, intake, financial, and continuing cases and focus on building stronger relationships with community partners such as hospitals, mental health agencies, and other social service providers. The additional position will also provide Adult Protective Services with some flexibility to provide outreach and preventive education to the community.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$72,023**

Total Cost of \$147,531 will be offset by \$75,508 in revenue

### ↑ Augment Adult Protective Services Medical Staff

**Recommended Action:** Add 1.0 FTE Public Health Nurse II position in the Adult Protective Services (APS) office.

**Service Impact:** A growing number of APS's elder clients are experiencing complex chronic conditions that are untreated or undiagnosed. Unattended health problems make elders and dependent adults particularly vulnerable to abuse and limit their ability to remain in their own homes.

The Public Health Nurse II position will visit clients and coordinate services that address medical needs, including assessment of wounds, chronic medical conditions, medications, and medical equipment use. The nurse position will also act as a professional liaison to medical providers and insurance companies for appropriate treatment and long-term planning. The recommendation will help maintain clients in their home and help delay or prevent institutionalization.

The nurse position can visit clients with or without an accompanying social worker, thereby providing an efficient differential response capability.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$47,341**

Total Cost of \$197,252 will be offset by \$149,911 in revenue



### ↑ Expand In-Home Supportive Services Program

**Recommended Action:** Add 6.0 FTE Social Worker II/I positions in the In-Home Supportive Services Program.

**Service Impact:** The IHSS program continues to grow, with an increase in new cases of 3.9% in the last six months. In FY 16-17 the program is expected to grow 6.5% over FY 15-16.

The addition of six Social Worker II/I positions will help reduce caseloads, reach compliance mandates, and absorb new workload created by the implementation of Fair Labor Standards Act (FLSA) regulations.

Currently, each IHSS social worker carries a caseload of approximately 315 and conducts 225 home visits per year. The addition of six SWII/I positions will aim to reduce caseloads to 250 and home visits to 200. Reductions in caseloads and home visits will allow social workers to reduce caseload and reassessment backlogs and increase the quality and time spent on each case and visit.

**Positions Added: 6.0 FTE**  
**Ongoing Net Cost: \$0**

Total Cost of \$815,676 will be completely offset by revenue

### ↑ Augment Administrative Support for the In-Home Supportive Services Program

**Recommended Action:** Add 1.0 FTE Social Services Program Manager II position and 1.0 FTE Administrative Assistant position in the In-Home Supportive Services Program.

**Service Impact:** The Social Services Program Manager II/I position will provide expertise in developing and implementing policy and procedures for IHSS's case management units. The position will address personnel and budget matters, negotiate with bargaining units, and provide case consultation. The position will also assure assigned IHSS units are in compliance with current and new Federal, State, and County policies.

The Administrative Assistant will perform clerical tasks supporting three managers and the programs they supervise. The position will be directly responsible for entering KRONOS timecards for approximately 115

staff, assisting with the Integrated Document Management project, and ensuring the expanded FLSA regulatory operations are administered appropriately.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$0**

Total Cost of \$291,433 will be completely offset by revenue

### ↑ Increase Support Staff for Fair Labor Standards Act Regulations

**Recommended Action:** Add 2.0 FTE Office Specialist II position in the In-Home Supportive Services Program.

**Service Impact:** Mandated application of Fair Labor Standards Act (FLSA) regulations addressing overtime, wait time, and travel time to IHSS providers began on February 1, 2016. An expected increase in workload is being realized. Approximately 42,000 pieces of FLSA - related mail have begun arriving at IHSS. The incumbent clerical staff is fully engaged in ongoing daily operations and has been unable to absorb the new workload. The recommended positions will be responsible for undertaking new FLSA communications, such as opening mail, date stamping, sorting and identifying documents, copying and mailing forms to 21,000+ recipients and 20,000+ providers, pulling cases, stapling and filing in case folders, sending originals to the Public Authority, and entering case notes into the State system.

IHSS is also working on an Integrated Document Management project in which all of the 21,000+ case files will be scanned, eliminating the need for paper case files. The two positions will support completion of the project by the end of calendar year 2016. Thereafter, positions will scan documents for new clients, which amounts to approximately 400+ new files per month.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$0**

Total Cost of \$183,184 will be completely offset by revenue

### ↑ Increase Staff Support in the Office of the Public Guardian

**Recommended Action:** Add 1.0 FTE Office Management Coordinator position in the Public Administrator /Guardian/Conservator (PAGC) Program.

**Service Impact:** The Office Management Coordinator will centralize the supervision of 13 clerical staff who currently are supervised by six PAGC case supervisors. Centralization will improve the delegation of work among staff and expedite work delivery. The Office Management Coordinator position will improve consistency and structure to the work of clerical staff through improved planning, assigning, coordinating, and reviewing. With the new OMC position, the 13 clerical staff members will more efficiently support the division and will report directly to a single supervisor whose primary responsibility and expertise is office management. As a result, the Conservatorship and Estate Management supervisors who currently oversee clerical staff will increase their time spent on supervising cases, investigations, and providing needed support to staff performing direct client services.

**Positions Added: 1.0 FTE**  
**Ongoing Net County Cost: \$114,036**  
 Total Cost of \$131,529 will be offset by \$17,493 in revenue

**↑ Sustain Senior Nutrition Services**

**Recommended Action:** Allocate \$800,000 to fund senior nutrition meals and services in the Senior Nutrition Program.

**Service Impact:** The Senior Nutrition Program (SNP) has grown significantly in the past few years, as result of an aging population. SNP expects to see continued growth in the number of seniors utilizing the program and number of meals served through both the

Congregate Meals Program and Meals on Wheels Program. Although the number of participants and meals are increasing, funding from sources other than General Fund (i.e. State, Federal, Sourcewise, donations) has remained flat or decreased. The recommendation will ensure all participants in need of senior nutrition services are served and year-round services are maintained. The Senior Nutrition program will also consider amplifying County funds by prioritizing senior nutrition services that provide matching municipal funds.

**Ongoing Net Cost: \$800,000**

**Summary of Fiscal Impacts Outside DAAS**

The following table is for reconciliation purposes. The recommended actions and costs are in the Agency Office (BU 502) but the supporting revenues are budgeted here in DAAS (505).

**Summary of Impacts**

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Enhance Agency-Wide Process Improvement Efforts (AO)		\$10,634	(\$10,634)
Augment Facilities Management Staff (AO)		\$7,943	(\$7,943)
Improve Office Space Efficiency		\$35,650	(\$35,650)
<b>DAAS Total</b>		<b>\$54,227</b>	<b>(\$54,227)</b>

**Department of Aging and Adult Services Fund 0001— Budget Unit 505**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050501	DAAS Admin Fund 0001	\$ 6,827,072	\$ 7,465,804	\$ 8,217,525	\$ 8,401,329	\$ 935,525	12.5%
050502	DAAS Program Svcs Fund 0001	21,076,324	24,891,732	25,623,959	26,784,418	1,892,686	7.6%
050503	DAAS Program Support Fund 0001	3,967,569	3,963,807	4,143,375	4,565,717	601,910	15.2%
050504	Senior Nutrition Fund 0001	8,508,764	9,079,494	9,330,804	10,130,804	1,051,310	11.6%
<b>Total Net Expenditures</b>		<b>\$ 40,379,729</b>	<b>\$ 45,400,837</b>	<b>\$ 47,315,663</b>	<b>\$ 49,882,268</b>	<b>\$ 4,481,431</b>	<b>9.9%</b>



**Department of Aging and Adult Services Fund 0001— Budget Unit 505  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050501	DAAS Admin Fund 0001	\$ 6,827,072	\$ 7,465,804	\$ 8,217,525	\$ 8,401,329	\$ 935,525	12.5%
050502	DAAS Program Svcs Fund 0001	21,076,324	24,891,732	25,623,959	26,784,418	1,892,686	7.6%
050503	DAAS Program Support Fund 0001	3,967,569	3,963,807	4,143,375	4,565,717	601,910	15.2%
050504	Senior Nutrition Fund 0001	8,508,764	9,079,494	9,330,804	10,130,804	1,051,310	11.6%
<b>Total Gross Expenditures</b>		<b>\$ 40,379,729</b>	<b>\$ 45,400,837</b>	<b>\$ 47,315,663</b>	<b>\$ 49,882,268</b>	<b>\$ 4,481,431</b>	<b>9.9%</b>

**Department of Aging and Adult Services Fund 0001— Budget Unit 505  
Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 29,051,198	\$ 34,202,796	\$ 35,685,493	\$ 37,452,098	\$ 3,249,302	9.5%
Services And Supplies	11,328,531	11,198,041	11,630,170	12,430,170	1,232,129	11.0%
<b>Total Net Expenditures</b>	<b>\$ 40,379,729</b>	<b>\$ 45,400,837</b>	<b>\$ 47,315,663</b>	<b>\$ 49,882,268</b>	<b>\$ 4,481,431</b>	<b>9.9%</b>

**Department of Aging and Adult Services Fund 0001— Budget Unit 505  
Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
050501	DAAS Admin Fund 0001	\$ 679,596	\$ 593,714	\$ 593,714	\$ 593,714	—	—
050502	DAAS Program Svcs Fund 0001	30,965,399	36,055,588	39,198,270	40,785,702	4,730,114	13.1%
050503	DAAS Program Support Fund 0001	806,030	490,536	490,536	490,536	—	—
050504	Senior Nutrition Fund 0001	4,353,619	3,747,276	3,848,282	3,848,282	101,006	2.7%
<b>Total Revenues</b>		<b>\$ 36,804,645</b>	<b>\$ 40,887,114</b>	<b>\$ 44,130,802</b>	<b>\$ 45,718,234</b>	<b>\$ 4,831,120</b>	<b>11.8%</b>





**Department of Aging and Adult Services Fund 0001— Budget Unit 505**  
**Revenues by Type**

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 13,771,851	\$ 15,906,821	\$ 16,718,724	\$ 17,400,503	\$ 1,493,682	9.4%
Aid From Government Agencies - Federal	20,125,518	22,568,544	25,000,328	25,905,981	3,337,438	14.8%
Revenue From Use Of Money/Property	95,855	161,679	161,679	161,679	—	—
Charges For Services	1,364,022	960,286	960,286	960,286	—	—
Other Financing Sources	1,447,399	1,289,785	1,289,785	1,289,785	—	—
<b>Total Revenues</b>	<b>\$ 36,804,645</b>	<b>\$ 40,887,114</b>	<b>\$ 44,130,802</b>	<b>\$ 45,718,234</b>	<b>\$ 4,831,120</b>	<b>11.8%</b>

**DAAS Admin Fund 0001 — Cost Center 050501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	54.0	\$ 7,465,804	\$ 593,714
Board Approved Adjustments During FY 2016	2.0	496,061	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	255,645	—
IntraCounty Adjustments	—	63,207	—
Other Adjustments	—	(63,192)	—
<b>Subtotal (Current Level Budget)</b>	<b>56.0</b>	<b>\$ 8,217,525</b>	<b>\$ 593,714</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Administrative Support for the IHSS Program	1.0	183,804	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 183,804</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>57.0</b>	<b>\$ 8,401,329</b>	<b>\$ 593,714</b>

**DAAS Program Svcs Fund 0001 — Cost Center 050502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	165.0	\$ 24,891,732	\$ 36,055,588
Board Approved Adjustments During FY 2016	—	(58,783)	(179,191)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	758,757	—



**DAAS Program Svcs Fund 0001 — Cost Center 050502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	32,253	3,321,873
<b>Subtotal (Current Level Budget)</b>	<b>165.0</b>	<b>\$ 25,623,959</b>	<b>\$ 39,198,270</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Expand In-Home Supportive Services Program	6.0	815,676	815,676
Augment Administrative Support for the IHSS Program	—	—	291,433
Increase Support Staff for FLSA Regulations	—	—	183,184
Enhance CLT Efforts at SSA	—	—	10,634
Augment Facilities Management Staff	—	—	7,943
Improve Office Space Efficiency	—	—	35,650
Augment Adult Protective Services Social Work Staff	1.0	147,531	75,508
Augment Adult Protective Services Medical Staff	1.0	197,252	149,911
Improve Staff Support in the Office of the Public Guardian	—	—	17,493
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>8.0</b>	<b>\$ 1,160,459</b>	<b>\$ 1,587,432</b>
<b>Recommended Budget</b>	<b>173.0</b>	<b>\$ 26,784,418</b>	<b>\$ 40,785,702</b>

**DAAS Program Support Fund 0001 — Cost Center 050503**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	43.5	\$ 3,963,807	\$ 490,536
Board Approved Adjustments During FY 2016	—	1,500	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	202,774	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(24,706)	—
<b>Subtotal (Current Level Budget)</b>	<b>43.5</b>	<b>\$ 4,143,375</b>	<b>\$ 490,536</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Administrative Support for the IHSS Program	1.0	107,629	—
Increase Support Staff for FLSA Regulations	2.0	183,184	—
Improve Staff Support in the Office of the Public Guardian	1.0	131,529	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>4.0</b>	<b>\$ 422,342</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>47.5</b>	<b>\$ 4,565,717</b>	<b>\$ 490,536</b>



**Senior Nutrition Fund 0001 — Cost Center 050504**  
**Major Changes to the Budget**

	Positions	Appropriations		Revenues
<b>0001-General Fund (Fund Number 0001)</b>				
<b>Current Level Budget</b>				
FY 2016 Approved Budget	9.0	\$	9,079,494	\$ 3,747,276
Board Approved Adjustments During FY 2016	—		307,136	101,006
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		3,861	—
IntraCounty Adjustments	—		(188,714)	—
Other Adjustments	—		129,027	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$</b>	<b>9,330,804</b>	<b>\$ 3,848,282</b>
<b>Recommended Changes for FY 2017</b>				
IntraCounty Adjustments	—	\$	—	\$ —
Decision Packages				
Sustain Senior Nutrition Services	—		800,000	—
Information Technology				
Capital				
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$</b>	<b>800,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$</b>	<b>10,130,804</b>	<b>\$ 3,848,282</b>





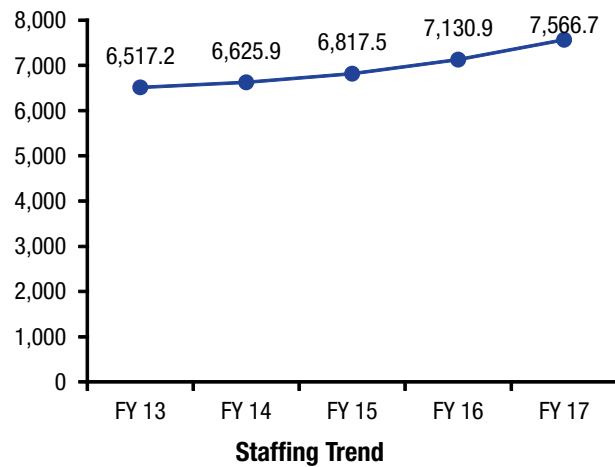
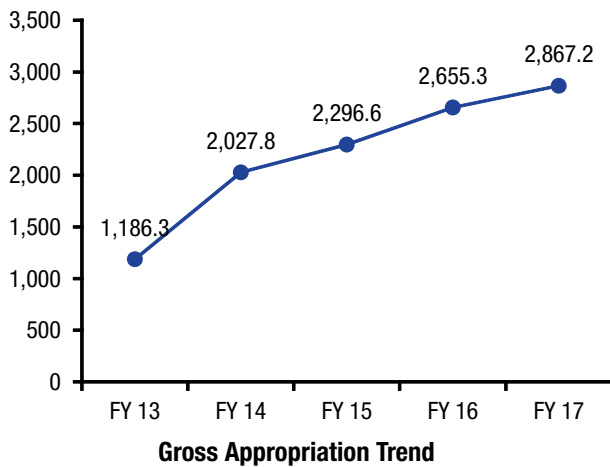
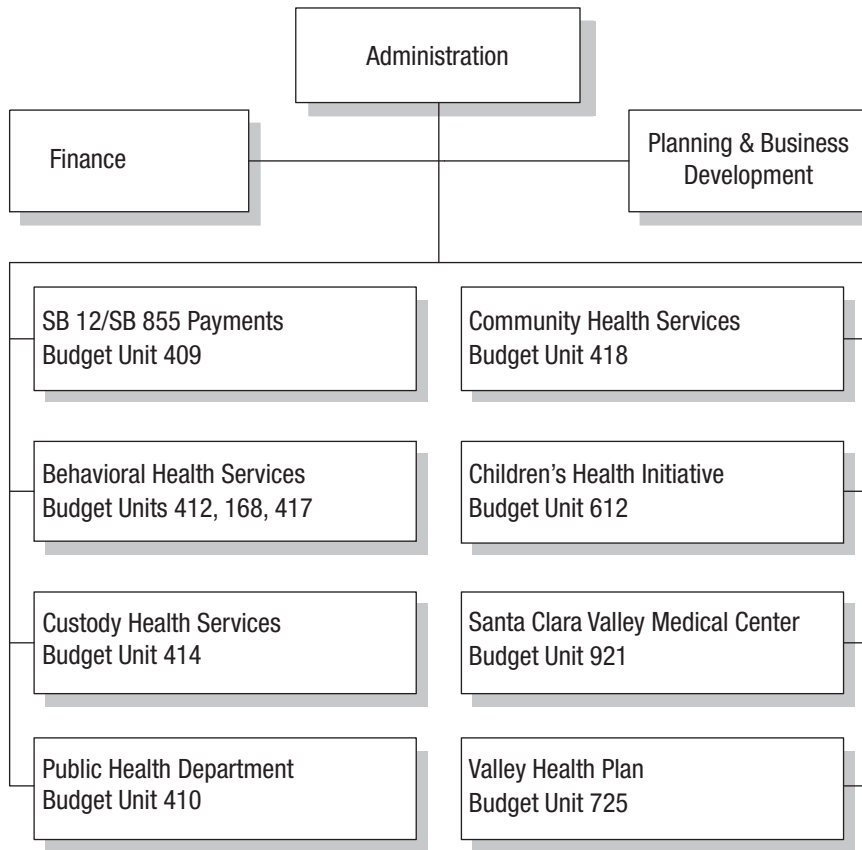
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# Section 4: Santa Clara Valley Health and Hospital System

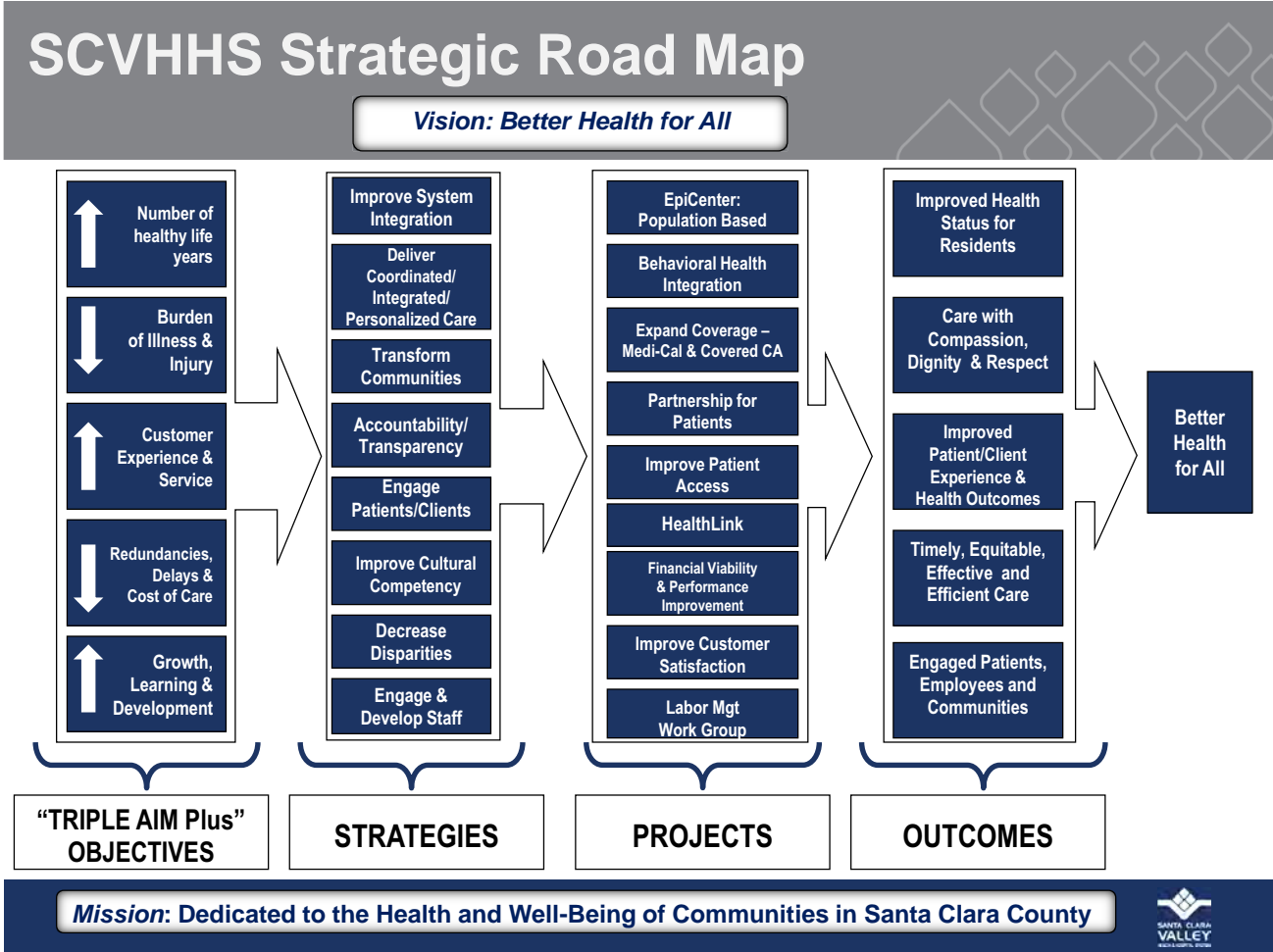
Section 4: Santa Clara Valley  
Health and Hospital System



# Santa Clara Valley Health & Hospital System



# Santa Clara Valley Health & Hospital System



Section 4: Santa Clara Valley Health and Hospital System

## Departments

- ➔ Health SB 12
- ➔ Public Health Department
- ➔ Behavioral Health Services
- ➔ Custody Health Services
- ➔ Community Health Services
- ➔ Children’s Health Initiative
- ➔ Valley Health Plan
- ➔ Santa Clara Valley Medical Center



### Net Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
409	SB12/SB855 Funds	\$ 2,281,093	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	86,614,916	98,456,731	102,345,891	104,416,400	5,959,670	6.1%
414	Custody Health Services	6,674,477	4,915,652	5,496,247	5,497,746	582,094	11.8%
415	Behavioral Health Services Department	380,628,878	438,690,069	478,101,668	486,649,866	47,959,798	10.9%
418	Community Health Services	16,603,112	18,863,078	19,848,654	19,172,001	308,923	1.6%
612	Healthy Children	3,655,195	7,500,000	6,000,000	3,000,000	(4,500,000)	-60.0%
725	Valley Health Plan	486,349,213	493,964,771	511,989,669	511,313,910	17,349,139	3.5%
921	Santa Clara Valley Medical Center	1,370,225,163	1,509,610,310	1,578,949,504	1,605,762,143	96,151,833	6.4%
<b>Total Net Expenditures</b>		<b>\$ 2,353,032,048</b>	<b>\$ 2,575,000,610</b>	<b>\$ 2,705,731,633</b>	<b>\$ 2,738,812,066</b>	<b>\$ 163,811,456</b>	<b>6.4%</b>

### Gross Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
409	SB12/SB855 Funds	\$ 2,281,093	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	89,542,550	101,140,228	105,061,335	107,131,844	5,991,617	5.9%
414	Custody Health Services	52,637,723	58,904,715	78,654,704	80,958,898	22,054,184	37.4%
415	Behavioral Health Services Department	388,343,679	446,676,476	489,520,571	498,442,553	51,766,078	11.6%
418	Community Health Services	17,699,832	20,182,370	21,057,946	20,381,293	198,923	1.0%
612	Healthy Children	3,655,195	7,500,000	6,000,000	3,000,000	(4,500,000)	-60.0%
725	Valley Health Plan	490,396,278	497,896,716	515,921,614	515,694,024	17,797,308	3.6%
921	Santa Clara Valley Medical Center	1,400,790,244	1,540,695,303	1,611,103,463	1,638,617,888	97,922,585	6.4%
<b>Total Gross Expenditures</b>		<b>\$ 2,445,346,594</b>	<b>\$ 2,675,995,806</b>	<b>\$ 2,830,319,633</b>	<b>\$ 2,867,226,500</b>	<b>\$ 191,230,694</b>	<b>7.1%</b>

### Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
409	SB12/SB855 Funds	\$ 2,126,810	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	54,281,530	53,561,477	59,417,853	58,774,924	5,213,447	9.7%
414	Custody Health Services	5,185,289	4,915,652	5,496,247	5,497,746	582,094	11.8%
415	Behavioral Health Services Department	275,390,365	314,038,506	318,901,795	321,399,538	7,361,032	2.3%





## Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
418	Community Health Services	4,625,958	5,716,610	5,716,610	5,027,555	(689,055)	-12.1%
612	Healthy Children	6,011,473	7,500,000	6,000,000	3,000,000	(4,500,000)	-60.0%
725	Valley Health Plan	489,181,387	493,946,579	508,415,029	501,520,549	7,573,970	1.5%
921	Santa Clara Valley Medical Center	1,424,329,517	1,494,926,463	1,570,940,257	1,597,884,703	102,958,241	6.9%
<b>Total Revenues</b>		<b>\$ 2,261,132,330</b>	<b>\$ 2,377,605,287</b>	<b>\$ 2,477,887,791</b>	<b>\$ 2,496,105,015</b>	<b>\$ 118,499,728</b>	<b>5.0%</b>

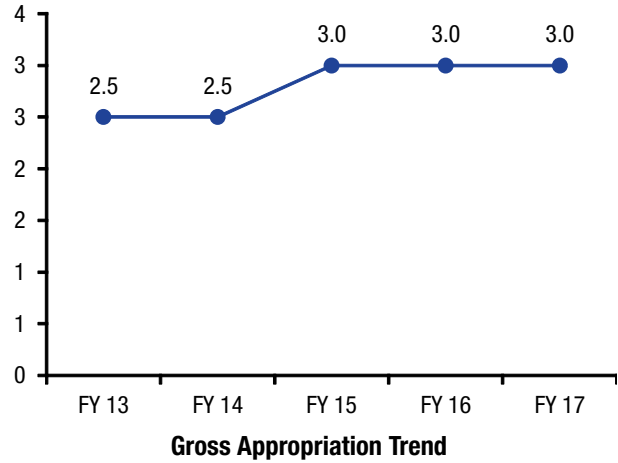


# Maddy Emergency Services Fund - Health SB 12

## Overview

The SB 12 Program (Maddy) was passed into law in 1987 to provide supplemental funding for local emergency services. The Maddy Emergency Services Fund is supported by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

Revenues and expenses for the program are budgeted at \$3.0 million for FY 16-17.



## SB12/SB855 Funds— Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4322	SB 12 Payments Fund 0018	\$ 2,281,093	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 2,281,093</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>—</b>	<b>—</b>

## SB12/SB855 Funds— Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4322	SB 12 Payments Fund 0018	\$ 2,281,093	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 2,281,093</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>—</b>	<b>—</b>

## SB12/SB855 Funds— Budget Unit 409 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 2,281,093	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Net Expenditures</b>	<b>\$ 2,281,093</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>—</b>	<b>—</b>



**SB12/SB855 Funds— Budget Unit 409**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4322	SB 12 Payments Fund 0018	\$ 2,126,810	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Revenues</b>		<b>\$ 2,126,810</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>—</b>	<b>—</b>

**SB12/SB855 Funds— Budget Unit 409**  
**Revenues by Type**

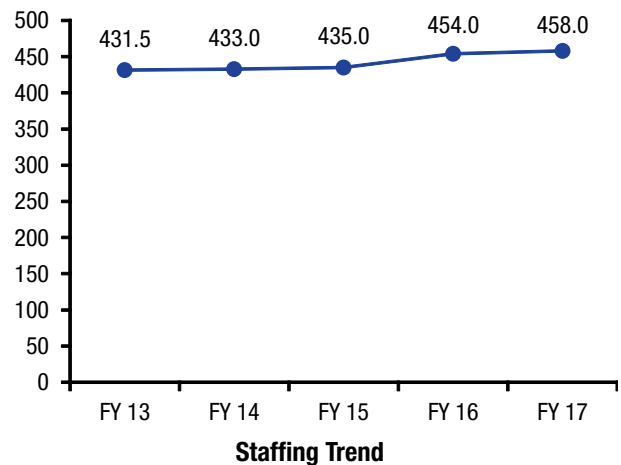
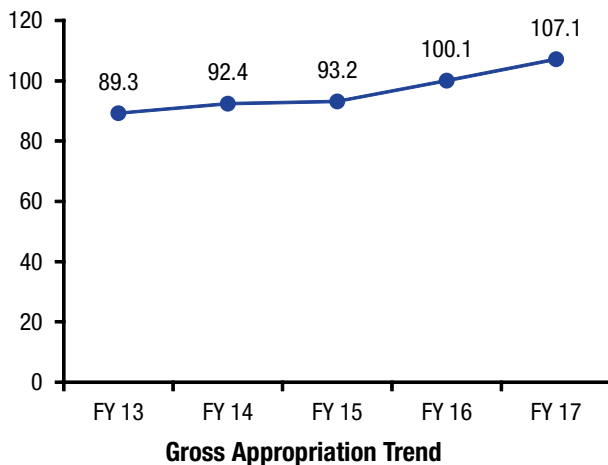
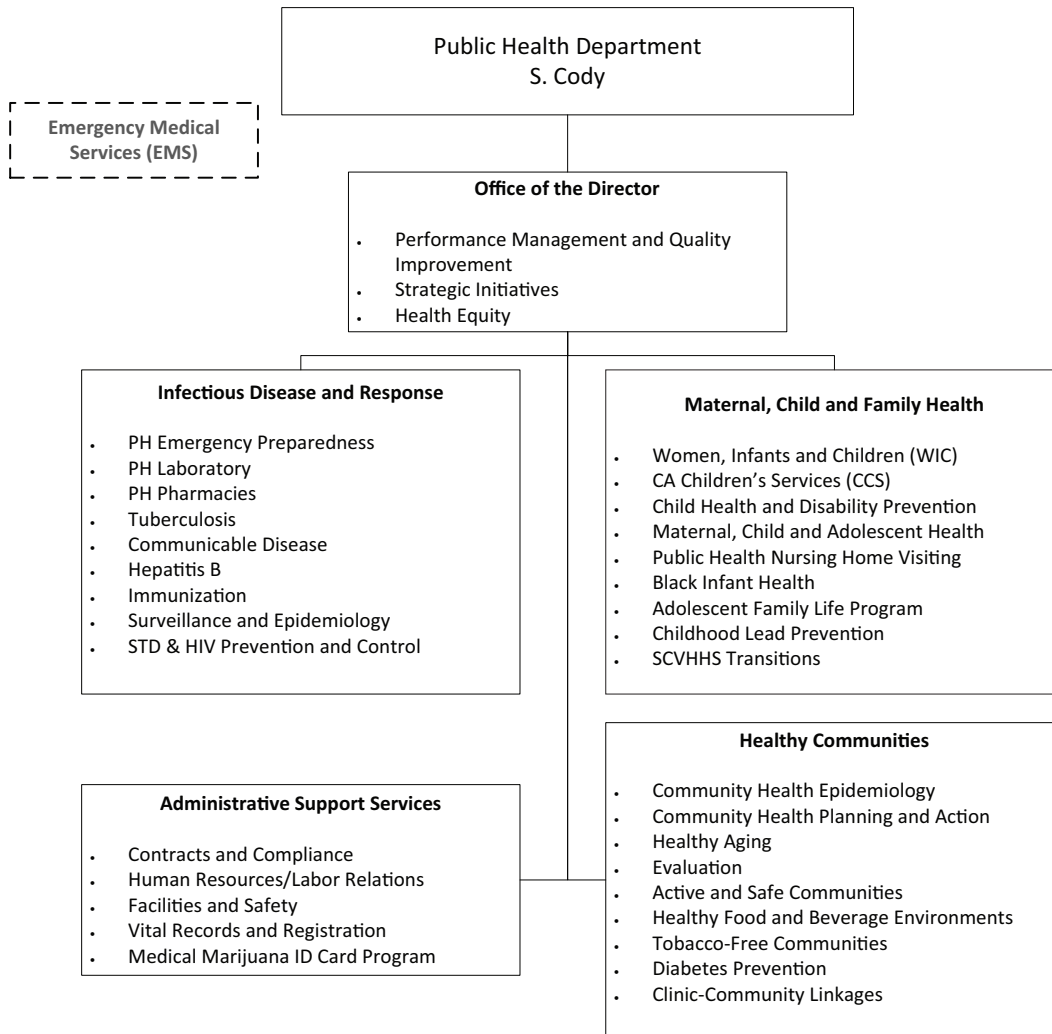
Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Fines, Forfeitures, Penalties	\$ 2,091,536	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
Revenue From Use Of Money/Property	10,942	—	—	—	—	—
Other Financing Sources	24,332	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 2,126,810</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>—</b>	<b>—</b>

**SB 12 Payments Fund 0018 — Cost Center 4322**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0018-SB-12 Tobacco Tax Payments (Fund Number 0018)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget		— \$	3,000,000 \$
Board Approved Adjustments During FY 2016		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>3,000,000 \$</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>— \$</b>
<b>Recommended Budget</b>		<b>— \$</b>	<b>3,000,000 \$</b>



# Public Health Department



## Public Purpose

- ➔ **The Santa Clara County Public Health Department mission is to prevent disease and injury and to create environments that promote and protect the community's health, contributing to the Santa Clara Valley Health & Hospital System vision of *better health for all*. The Department's vision is, "All people thrive in healthy communities that promote equity and optimal health."**



## Description of Major Services

The Public Health Department has a wide variety of programs and services with multiple funding streams and legislative mandates. Broadly, many Public Health services are governed by the California Health and Safety Codes, and specific programs are established and operated by a number of Federal and State regulations and program rules. Few programs are discretionary.

By virtue of both its mandates and mission, the Public Health Department offers services that are very diverse. Some programs serve specific individuals or at-risk populations, and others are intended to protect and promote the health of all county residents.

Public Health 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 residents to collectively identify, alleviate, and act on the issues of public health concern. Examples of recent collaborative efforts include the Children's Health Assessment, Healthy Teen Relationships Campaign, and Diabetes Prevention Initiative. Local examples of upstream approaches to improve health outcomes include the recently adopted Health Element in the County's General Plan and the Department's Healthy and Safe Parks efforts.

The operations of the Department are organized into the Office of the Director, Administrative Services, and three Branches that deliver the department's programs and services.

### Office of the Director

In addition to housing the Health Officer/Director and the Deputy Director, the Office leads department-wide strategic initiatives, including Communications, Health Equity, and Performance Management and Innovation.

- The Communications Team is responsible for public information dissemination, risk communications, and supporting the department and programs in utilizing communication strategies to impact health.
- The Health Equity initiative builds the capacity of the Department's programs, services, and policies to advance racial and health equity. Health equity focuses on achieving the highest level of health for all people. Health equity requires societal efforts to address avoidable inequalities by creating necessary conditions for health for all groups, especially for those who have experienced socioeconomic disadvantage or historical injustices. In addition, the Health Equity Initiative encompasses the Violence Prevention Program and the public health climate change efforts aimed at supporting community resiliency for the health effects of climate change.

- The Performance Management and Innovation unit is responsible for establishing and maintaining organizational policies; supporting, monitoring and reporting the implementation of the Department's strategic plan; leading quality improvement efforts; coordinating workforce development; overseeing the department's customer service program; and supporting the adoption of Just Culture throughout the department.

### **Administrative Support Services**

This area is charged with providing department-wide administrative support to all programs and functions within the Department, as well as coordinating with other County departments.

### **Healthy Communities Branch**

This Branch includes two units: (1) Community Health Assessment, Planning and Evaluation (CAPE), and (2) Chronic Disease and Injury Prevention (CDIP).

- CAPE includes community health planning and improvement, data collection, analysis, and reporting on the health status, risks, and priorities of the County's diverse communities.
- 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. CDIP promotes Tobacco Free Communities, Active and Safe Communities, and Healthy Food and Beverage Environments.

### **Maternal, Child and Family Health Branch**

Programs in this Branch offer services targeted at the County's vulnerable children and families.

- The California Children's Services program (CCS) provides diagnostic and treatment services, medical case management, and physical and occupational therapy services to children under age 21 years old with CCS-eligible medical conditions, such as cystic fibrosis, hemophilia, cerebral palsy, muscular dystrophy, spina bifida, heart disease, cancer, traumatic injuries, and infectious diseases producing major sequelae.

- The Women, Infants and Children (WIC) program serves to safeguard the health of low-income pregnant, postpartum, and breastfeeding women, infants, and children up to age 5 who are at nutritional risk by providing nutritious foods to supplement diets, information on healthy eating including breastfeeding promotion and support, and referrals to health care.
- The Black Infant Health Program provides a multi-disciplinary team of public health nurses, health educators, and community workers who provide comprehensive case management and other services to African-American women who are pregnant or parenting a child who is under the age of one. The overall goal of the program is to reduce infant mortality.
- Public Health Nursing home visiting programs are a major service of this Branch. Specific programs in this area include Nurse Family Partnership, Regional Public Health Nursing, and hospital-to-home support for patients with complicated conditions.
- Other maternal and child focused programs include: Child Health and Disability Program; Childhood Lead Poisoning Prevention Program; Maternal, Child and Adolescent Health; and, the Adolescent Family Life Program.

### **Infectious Disease and Response Branch**

The programs within this Branch are responsible for (1) the prevention and control of infectious diseases, and (2) public health planning, response and recovery related to natural or man-made disasters. Many of the activities within these programs are mandated by the California Health and Safety Code. Collectively, the programs receive mandated reports on 85 different diseases and conditions; track overall trends in infectious diseases; investigate individual cases, provide long term case management for a subset (e.g. active tuberculosis cases), conduct investigations of contacts; provide preventive therapy as necessary; identify, investigate and control outbreaks; and communicate findings to stakeholders. The branch works closely with Epidemiology and Data Management, Public Health Communications, County Office of Emergency Services, as well as community physicians, and the Department of Environmental Health.

Program areas within this Branch include:

- Tuberculosis (TB) Prevention and Control and Case Management
- Communicable Disease (CD) Prevention and Control
- Immunization Education and Adult Immunization and Travel Clinic
- Public Health Laboratory
- Public Health Pharmacy
- STD & HIV Prevention and Control
- Hepatitis B Prevention
- Public Health Emergency Preparedness and Response

## Current and Emerging Issues

### Health Equity

Promoting health equity is a key strategy for addressing major population health issues rooted in socioeconomic inequalities. Despite overall high health rankings for Santa Clara County in recent years, due partly to the relatively prosperous and well-educated population, major disparities and inequities in health outcomes persist. Social determinants of health play as large or even a larger role in health outcomes than medical care, and further perpetuate inequities that result in negative health outcomes for many in our county. Education, income, race, and discrimination are critical social determinants of health. The Public Health Department has embarked on an initiative to establish a health equity lens across all of its programs, services, policies and practices. Advancing health equity requires diverse partnerships and deep community relationships to eliminate avoidable inequities. The Department's health equity initiative also encompasses strategies to prevent violence, as the factors that contribute to violence reflect inequities as well.

### Epidemiology and Data Automation

A cornerstone of public health is epidemiology, the practice of identifying and studying the distribution of health conditions and their contributing factors across the population. Epidemiology capacity is important for the detection, control, and prevention of all public health issues, especially for communicable diseases. In fact, Healthy People 2020 calls upon federal, state, and local public health agencies to provide comprehensive epidemiology capacity to support essential public health department functions. Information technology offers great opportunity for the Department to increase its access to data across multiple programs, institutions and jurisdictions, resulting in a more systematic and comprehensive understanding of the health issues

facing the county. Examples of such technologies include health information exchanges and open data portals. During FY 16-17, the Department will be laying the foundation for greater access to and dissemination of data to best understand and improve population health.

### Infectious Disease Prevention, Surveillance and Response

A foundational capacity of all local public health departments is the prevention and control of infectious diseases. Over the past year, the Department has responded to several outbreaks of communicable disease, including Shigella, measles, flu, and Meningococcal infection. The Department is focused on increasing and improving its epidemiologic, investigative, and response capability within the infectious disease workforce to ensure effective response to existing and novel infections.

### Performance Management and Innovation

In December 2015, the National Public Health Accreditation Board conducted a site visit as part of the Department's application for accreditation. The site visit results were highly favorable with 96% of the accreditation measures evaluated as fully or largely met. In March, the Department was notified by the Public Health Accreditation Board that it had achieved accreditation. Two key components of accreditation include a departmental strategic plan and a comprehensive performance management/quality improvement program. In July 2015, the Department launched a strategic plan and has established a performance management system to monitor and report progress on the plan's objectives over the next three years. Quality improvement continues to be a high priority for the Department, and the effort has



been formalized with a departmental Quality Improvement Council and a Quality Improvement Training Program. The Department is working to create capacity across all of its branches to identify and address improvement needs and build a culture of learning.

### **Chronic Disease and Injury Prevention**

Improving healthy life years and decreasing the burden of disease through the efforts of community transformation remains a leading effort of the Department. This work is founded in the concept that our health is a direct reflection of the attributes of the environments and communities in which we live, work, play and learn. Hence, community transformation is about creating environments that are more conducive to health, from school and work place wellness to jurisdictional and organizational policy. The Department has successfully implemented the first year of a large Centers for Disease Control and Prevention grant, Partnership to Improve Community Health. The grant focuses on creating communities and environments that promote healthy eating and physical activity and reduce tobacco use and exposure-through changes to policy, systems and environments. The Department continues to expand its work in the active transportation arena, particularly in its partnerships with schools to increase walking and bicycling to school through Safe Routes to School programs.

### **Clinic-Community Transitions**

Public Health Department efforts to improve population health remain a highly relevant aspect of health care reform. Several initiatives are underway that further highlight the value of an integrated health system where key staff across multiple SCVHHS departments are collaborating to address the whole person health care needs of patient populations. Transition care teams, the Nurse Family Partnership and the diabetes prevention initiative are examples of improving population health by supporting individuals as they move from the clinic setting to the community.

### **Emergency Medical Services**

The Board of Supervisors approved the first three-year extension to the agreement with Rural/Metro to continue to provide paramedic and emergency ambulance services to the County Exclusive Operating Area. In addition, the Board requested a report from the EMS Agency that will identify various 911 EMS system

service delivery options for consideration. A request for proposals will continue to be refined and released when directed.

In FY 15-16, the EMS Agency began to transition from a unit within the Public Health Department to an Agency within the Santa Clara Valley Health and Hospital System. The transition will continue in FY 16-17 to better position the EMS Agency to function as a regulatory authority as well as to provide leadership through the continued development of integrated health system opportunities with focuses on the continuum of care for patients within Santa Clara County.

### **Quality Improvement and Just Culture Efforts**

To enhance teamwork and collaboration at the Santa Clara County Public Health Department, the Department has expanded the use of unit-based teams (UBTs). Using two process improvement models-the Rapid Improvement Model (RIM) and Lean Six Sigma-teams have completed 9 quality improvement (QI) projects; two of the 9 were part of the SCVHHS UBT cohorts. Completed projects focused on improving the timeliness of prescription refills; streamlining birth registration; improving Salmonella case investigations; simplifying the travel request, approval, and reimbursement process; increasing the safety response for departmental facilities; advancing the use of QI tools in the Department; promoting breastfeeding practices in the Nurse Family Partnership program; and, improving CCS medical, residential, and financial eligibility. Current and ongoing projects include reducing no-show rates in the WIC clinics and increasing patient compliance visits at the SCVMC endocrine specialty care center.

These projects coincided with a Center for Leadership & Transformation (CLT) project in the Communicable Disease Prevention & Control (CD) program. Through the CLT project, teams mapped the current state of various processes in the CD program, and identified areas of the processes needing the most improvement. Based on changes identified by CLT project team members and further analyzed and implemented by Six Sigma project team members, the CD program cut the time to investigation for Salmonella cases in half.

As part of its efforts to promote Just Culture, the Department provided trainings to support manager and staff behaviors for fairly addressing mistakes and



putting systems and processes in place to prevent mistakes in the future. The Department provided a mandatory online training for all staff on basic Performance Management/Quality Improvement (PM/QI) concepts, resources, and departmental policy, and conducted a new employee orientation on the PM/QI program. In addition, the Department offered bi-monthly trainings for staff on basic and advanced QI tools, such as process maps, affinity diagrams, fishbone diagrams, Gantt charts, run charts, and Pareto charts. The Department also started to build the capacity of its

employees in Lean Six Sigma, having trained 72 Yellow Belts, 29 Green Belts, and 6 Black Belts. Tools and training materials were disseminated via the intranet to all staff. The Department updated its performance management system to an online database in 2015, which it has since begun using to monitor, evaluate, and report progress on strategic and program objectives. Based on performance data, the Department will be able to identify additional opportunities for improvement for UBT and CLT projects.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Staff to Support Emergency Medical Services	↑	Provide necessary resources for management of EMS equipment and supplies	0.50	\$43,534	(\$2,089)
Eliminate Franchise Fee Revenue	●	Assure continuity of effective emergency medical services	—	\$538,498	—
Adjust Emergency Medical Services Revenues and Expenditures	◆	Fund strategic and long-range projects that benefit the EMS system	—	\$3,864,000	—
Increase Epidemiology Capacity	↑	Expand disease surveillance	3.0	\$407,485	(\$2,414)
Expand Health Equity Initiative	↑	Advance racial and health equity to eliminate health disparities	1.0	\$191,568	(\$22,595)
Augment Administrative Support	↑	Provide administrative capacity in the Infectious Disease and Response branch	1.0	\$102,081	(\$11,847)
Expand Better Health Pharmacy	↑	Increase open pharmacy hours to the public	1.0	\$222,516	(\$31,919)
Transfer Birth Certificate Sales to the Clerk Recorder's Office	↑	Improve Vital Records Efficiency and Customer Service	(3.0)	\$149,044	—
Delete Chronically Vacant Position	●	No impact on services as the position has been vacant	(1.0)	(\$74,813)	—

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

### ↑ Augment Staff to Support Emergency Medical Services

**Recommended Action:** Add 0.50 FTE Warehouse Materials Handler position.

**Service Impact:** This position is responsible for the management of EMS equipment and supplies for the Santa Clara County EMS System, which includes disaster trailers, inventory, supply restock, training of

ten fire departments, ten ambulance services, 11 hospitals, and other allied partners. Additionally, support is provided to the Disaster Response program to coordinate the 900+ member federal Medical Reserve Corps Unit operated by the County of Santa Clara. The position coordinates grant purchased equipment and supplies including audits, tracking, and resupply. In



addition, the position provides logistical support for EMS system operations during surge, large scale emergency, and disaster.

**Positions Added: 0.50 FTE**

**Ongoing Cost: \$43,534**

**One-time Savings: \$2,089**

Salary savings reflecting time for recruitment

### ● Eliminate Franchise Fee Revenue

**Recommended Action:** Reduce General Fund revenue.

**Service Impact:** In February 2016, the Board of Supervisors approved the sixth amendment to the agreement with Rural/Metro Corporation for 911 ambulance service. The amendment eliminated the annual EMS franchise fee. The Franchise Fee revenue currently included in the Current Level Budget is \$538,498.

**Ongoing Cost: \$538,498**

### ◆ Adjust Emergency Medical Services Revenues and Expenditures

**Recommended Action:** Reduce revenue to the Emergency Medical Services (EMS) Trust Fund and increase appropriations to the General Fund.

**Service Impact:** Income from the EMS Trust Fund supports EMS-related projects and activities, including: 1) Training, education and recognition; 2) One-time funding for EMS system users; and 3) EMS system strategic initiatives. The General Fund will be increased to cover the following costs previously funded by the EMS Trust Fund:

- 1.0 FTE Emergency Services Specialist position (\$166,768)
- Rent and tenant improvement expenses (\$232,232)
- General operating subsidy to the Public Health Department (\$750,000)

**Background:** In 2000, the Board of Supervisors created the EMS Trust Fund, which receives income from liquidated damages. The fines and penalties are paid by Rural/Metro (the contracted 9-1-1 ambulance provider), first responder non-performance penalties, and interest on the EMS Trust Fund balance. This income supports EMS-related projects and activities.

This recommendation represents the revenue and expenditure plan as presented at the April 13, 2016 Health and Hospital Committee meeting.

Description of Ongoing Costs			
Description	GF	EMS	Total
Category B: EMS System Support	—	\$230,000	\$230,000
Category C: Stakeholder Requests and D: Strategic Initiatives	—	\$1,510,000	\$1,510,000
Position, Rent and Public Health Subsidy (as noted above)	\$1,149,000	(\$1,149,000)	\$0
Reduce Fines and Penalties Revenue	—	\$2,124,000	\$2,124,000
<b>Net Cost</b>	<b>\$1,149,000</b>	<b>\$2,715,000</b>	<b>\$3,864,000</b>

**Ongoing Cost: \$3,864,000**

General Fund Cost: \$1,149,000

EMS Trust Fund Net Cost: \$2,715,000

### ↑ Increase Epidemiology Capacity

**Recommended Action:** Add 1.0 FTE Epidemiologist II/I position for the Community Health Assessment, Planning and Evaluation (CAPE) branch, and 1.0 FTE Epidemiologist II/I position and 1.0 FTE Sr. Epidemiologist position in the Infectious Disease and Response branch. Increase Services and Supplies for an Open Data Portal/ technical support.

**Service Impact:** Epidemiology capacity is important for the detection, control, and prevention of all public health issues, especially for communicable diseases. Disease surveillance is a core function of the Department and the additional positions will enable a timely response and proactive approach to new or emerging communicable disease outbreaks in the community such as Ebola, tuberculosis, measles, shigella, West Nile, H1N1 flu, whooping cough, or a novel disease. Epidemiology staff are also redirected when a community health assessment is underway (such as a Child Health Assessment). The \$50,000 for technical support for the Open Data Portal would allow

for ongoing automation of routine health data and allow easy access to such data by the public and partner organizations.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$407,485**

**One-time Savings: \$2,414**

Salary savings reflecting time for recruitment

### ↑ Expand Health Equity Initiative

**Recommended Action:** Add 1.0 FTE Sr. Health Care Program Manager position for Health Equity and increase Contract Services for Health Equity and Performance Management/Quality Improvement.

**Service Impact:** Housed within the Office of the Director, the Health Equity team will lead and implement a department-wide effort to advance racial and health equity to eliminate health disparities in Santa Clara County. The Senior Health Care Program Manager will oversee the three components of Health Equity, as outlined in the Department's strategic plan: (1) violence prevention, (2) department-wide health equity capacity building, and (3) community resilience related to climate change health effects. The Contract Services funding will support training, supplies and services, and community contracts to advance the objectives described above.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$191,568**

**One-time Savings: \$22,595**

Salary savings reflecting time for recruitment

### ↑ Augment Administrative Support

**Recommended Action:** Add 1.0 FTE Executive Assistant position in Public Health Administrative and Support Services.

**Service Impact:** As a result of the Department's reorganization efforts completed in late 2015, a new Deputy Health Officer was created in the Infectious Disease and Response branch (IDR). The new Executive Assistant will support the new Deputy Health Officer and the Assistant Health Officers who are now directing their respective programs. IDR requires administrative capacity to manage calendars, provide meeting support,

manage travel and transportation logistics, input timekeeping, and to answer and follow through on telephone calls.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$102,081**

**One-time Savings: \$11,847**

Salary savings reflecting time for recruitment

### ↑ Expand Better Health Pharmacy

**Recommended Action:** Add 1.0 FTE Pharmacist Specialist position in the Infectious Disease and Response Branch of the Public Health Pharmacy.

**Service Impact:** The Pharmacist Specialist will allow the pharmacy to expand the hours of Pharmacy operation, providing increased patient, clinic and provider access to pharmacy services beyond the current limited hours. The additional resources would also allow the department to expand mail-order services, allowing pharmacy staff to contact patients and process prescriptions in a more timely manner. Expanding the hours would also help improve daily pharmacy operations. Since a pharmacist must be on staff at all times anyone is in the clinic, expanding hours would help ensure daily custodial services, as well as guarantee someone would be on site to guarantee receipt of FedEx medication deliveries.

**Background:** The Public Health Better Health Pharmacy opened on August 25, 2015, utilizing existing staff from the Public Health pharmacy. This pharmacy is the first dedicated drug donation pharmacy in Northern California, and it receives donated medications directly from donors. The pharmacy accepts any valid prescription, targeting patients who cannot afford their medications. The pharmacy is currently open only 16 hours per week, and is noticing an increase in demand as community education increases about its services.

It is estimated that up to 23% of American adults miss doses or skip prescriptions due to the high cost of the medication. At the same time, it is estimated that \$10 million worth of unused medications are discarded each year in California. This uneven distribution of medications result in worsened health outcomes, increased risk of cardiovascular disease, and over \$18 billion wasted annually for avoidable Emergency

Department visits. In addition, based on past drug cost savings, annual drug cost savings to County residents is projected to be around \$960,000.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$222,516**  
**One-time Savings: \$31,919**  
 Salary savings reflecting time for recruitment

birth certificates in Public Health, this move would require the department to delete the identified positions.

**Positions Deleted: 3.0 FTE**  
**Ongoing Cost: \$149,044**  
 Ongoing cost reflects a revenue reduction of \$664,384 which is partially offset by an reduction in expenses (\$515,340)

**Transfer Birth Certificate Sales to the Clerk Recorder's Office**

**Recommended Action:** Delete 2.0 FTE Vital Records Specialist I positions and 1.0 FTE Health Care Program Analyst Associate position in the Vital Records and Registration (VRR) Program. Eliminate ongoing revenue from the sale of Birth Certificates, reduce ongoing revenue from sale of Death Certificates, and adjust Services and Supplies.

**Service Impact:** The Vital Records and Registration unit has demonstrated several vulnerabilities over the past year due to cycles of staff turnover, supervision and management oversight, and cash handling. The unit currently registers and sells birth certificates to the public for the first year of life. After the first year, birth certificates are sold by the Clerk Recorder. Transitioning all sales of birth certificates to the Clerk Recorder would not only mitigate risk associated with cash handling operations, but would improve customer service to the public by centralizing the sales of all birth certificates in one location. While the majority of death certificates are sold to funeral homes, a small percentage of those sold to the public would be moved to the Clerk Recorder. Due to the decreased revenues that would be received, as well as the decreased need for staff to process and sell

**Delete Chronically Vacant Position**

**Recommended Action:** Delete 1.0 FTE Supervising CCS Therapist position that has been chronically vacant for more than two years.

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above position is recommended for deletion and will generate a net savings Countywide.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget

**Positions Deleted: 1.0 FTE**  
**Ongoing Net Savings: \$74,813**  
 Ongoing Savings: \$155,860  
 Ongoing Reduction in Revenue: \$81,047

**Public Health— Budget Unit 410**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 194,250	\$ 50,000	34.7%
04101	Assess, Planning & Health	6,608,826	7,233,319	6,920,411	6,814,649	(418,670)	-5.8%
04102	Chronic, Disease & Injury	5,407,362	8,158,055	7,461,806	7,466,410	(691,644)	-8.5%
04103	Community, Health Services	12,285,066	13,166,250	14,031,950	14,041,810	875,561	6.7%
04104	Emergency Medical Services	3,683,340	5,363,285	5,108,229	6,891,824	1,528,539	28.5%
04105	Family Health	21,611,005	25,756,488	25,897,839	25,759,151	2,662	0.0%



**Public Health— Budget Unit 410  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
04106	Health Officer	9,590,368	7,543,693	10,981,864	11,344,150	3,800,458	50.4%
04107	Infections Disease	13,608,375	15,285,235	16,322,543	16,330,921	1,045,687	6.8%
04108	PH Admin Support Services	11,624,928	13,864,341	13,340,783	13,436,515	(427,826)	-3.1%
041011	Administration Fund 0001	—	45	—	—	(45)	-100.0%
041012	Central Services Fund 0001	899,826	757,546	902,491	902,995	145,449	19.2%
041014	Ambulatory Care Fund 0001	4,705	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	1,146,817	1,184,224	1,233,724	1,233,724	49,500	4.2%
041019	Region #4 Fund 0001	48	—	—	—	—	—
<b>Total Net Expenditures \$</b>		<b>86,614,916 \$</b>	<b>98,456,731 \$</b>	<b>102,345,891 \$</b>	<b>104,416,400 \$</b>	<b>5,959,670</b>	<b>6.1%</b>

**Public Health— Budget Unit 410  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 194,250	\$ 50,000	34.7%
04101	Assess, Planning & Health	6,967,211	7,415,649	7,322,451	7,216,689	(198,960)	-2.7%
04102	Chronic, Disease & Injury	6,066,258	8,984,251	8,063,207	8,067,811	(916,439)	-10.2%
04103	Community, Health Services	12,716,577	14,168,208	15,121,554	15,131,414	963,207	6.8%
04104	Emergency Medical Services	3,936,291	5,386,355	5,131,299	6,914,894	1,528,539	28.4%
04105	Family Health	21,885,233	26,059,183	26,197,839	26,059,151	(33)	0.0%
04106	Health Officer	9,857,349	7,736,693	11,099,864	11,462,150	3,725,458	48.2%
04107	Infections Disease	14,093,269	15,285,235	16,386,267	16,394,645	1,109,411	7.3%
04108	PH Admin Support Services	11,756,046	14,018,589	13,458,388	13,554,120	(464,469)	-3.3%
041011	Administration Fund 0001	—	45	—	—	(45)	-100.0%
041012	Central Services Fund 0001	968,495	757,546	902,491	902,995	145,449	19.2%
041014	Ambulatory Care Fund 0001	4,705	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	1,146,817	1,184,224	1,233,724	1,233,724	49,500	4.2%
041019	Region #4 Fund 0001	48	—	—	—	—	—
<b>Total Gross Expenditures \$</b>		<b>89,542,550 \$</b>	<b>101,140,228 \$</b>	<b>105,061,335 \$</b>	<b>107,131,844 \$</b>	<b>5,991,617</b>	<b>5.9%</b>



### Public Health— Budget Unit 410 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 58,111,333	\$ 63,827,910	\$ 67,094,955	\$ 67,419,099	\$ 3,591,189	5.6%
Services And Supplies	31,078,645	37,168,068	37,822,130	39,518,495	2,350,428	6.3%
Fixed Assets	208,322	—	—	—	—	—
Operating/Equity Transfers	144,250	144,250	144,250	194,250	50,000	34.7%
<b>Total Gross Expenditures</b>	<b>\$ 89,542,550</b>	<b>\$ 101,140,228</b>	<b>\$ 105,061,335</b>	<b>\$ 107,131,844</b>	<b>\$ 5,991,617</b>	<b>5.9%</b>
Expenditure Transfers	(2,927,634)	(2,683,497)	(2,715,444)	(2,715,444)	(31,947)	1.2%
<b>Total Net Expenditures</b>	<b>\$ 86,614,916</b>	<b>\$ 98,456,731</b>	<b>\$ 102,345,891</b>	<b>\$ 104,416,400</b>	<b>\$ 5,959,670</b>	<b>6.1%</b>

### Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
2903	Vital Reg Fund 0022	\$ 241,537	\$ 144,250	\$ 144,250	\$ 144,250	—	—
04101	Assess, Planning & Health	4,841,592	4,691,838	4,804,281	4,189,897	(501,941)	-10.7%
04102	Chronic, Disease & Injury	4,164,531	5,899,477	5,528,632	5,528,632	(370,845)	-6.3%
04103	Community, Health Services	5,677,297	6,652,619	6,490,864	6,490,864	(161,755)	-2.4%
04104	Emergency Medical Services	4,462,324	4,619,498	4,267,998	4,320,500	(298,998)	-6.5%
04105	Family Health	18,296,553	17,626,979	17,727,561	17,646,514	19,535	0.1%
04106	Health Officer	11,162,045	7,343,633	11,143,633	11,143,633	3,800,000	51.7%
04107	Infections Disease	4,950,031	5,898,444	5,946,548	5,946,548	48,104	0.8%
04108	PH Admin Support Services	10,488	9,739	2,689,086	2,689,086	2,679,347	27,511.5%
041012	Central Services Fund 0001	475,133	675,000	675,000	675,000	—	—
	<b>Total Revenues</b>	<b>\$ 54,281,530</b>	<b>\$ 53,561,477</b>	<b>\$ 59,417,853</b>	<b>\$ 58,774,924</b>	<b>\$ 5,213,447</b>	<b>9.7%</b>

### Public Health— Budget Unit 410 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 6,781,568	\$ 6,817,818	\$ 6,140,641	\$ 6,243,143	\$ (574,675)	-8.4%
Aid From Government Agencies - Federal	16,990,824	19,524,712	19,506,693	19,506,693	(18,019)	-0.1%
Charges For Services	9,176,210	4,608,579	8,545,161	7,880,777	3,272,198	71.0%
Aid From Government Agencies - State	20,048,772	21,275,284	23,901,878	23,820,831	2,545,547	12.0%
Licenses, Permits, Franchises	967,511	1,013,084	1,001,480	1,001,480	(11,604)	-1.1%
Fines, Forfeitures, Penalties	316,645	322,000	322,000	322,000	—	—
<b>Total Revenues</b>	<b>\$ 54,281,530</b>	<b>\$ 53,561,477</b>	<b>\$ 59,417,853</b>	<b>\$ 58,774,924</b>	<b>\$ 5,213,447</b>	<b>9.7%</b>



**Vital Reg Fund 0022 — Cost Center 2903  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0022-Vital Registration Fund (Fund Number 0022)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 144,250	\$ 144,250
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 144,250</b>	<b>\$ 144,250</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 50,000	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 50,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 194,250</b>	<b>\$ 144,250</b>

**Assess, Planning & Health — Cost Center 04101  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	37.0	\$ 7,233,319	\$ 4,691,838
Board Approved Adjustments During FY 2016	—	11	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(191,796)	—
IntraCounty Adjustments	—	(14,068)	(53,010)
Other Adjustments	—	(107,055)	165,453
<b>Subtotal (Current Level Budget)</b>	<b>35.0</b>	<b>\$ 6,920,411</b>	<b>\$ 4,804,281</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 4,507	\$ 50,000
Decision Packages			
Increase Epidemiology Capacity	3.0	405,071	—
Transfer Birth Certificate Sales	-3.0	(515,340)	(664,384)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (105,762)</b>	<b>\$ (614,384)</b>
<b>Recommended Budget</b>	<b>35.0</b>	<b>\$ 6,814,649</b>	<b>\$ 4,189,897</b>



### Chronic, Disease & Injury — Cost Center 04102 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	46.5 \$	8,158,055 \$	5,899,477
Board Approved Adjustments During FY 2016	-0.5	(80,698)	106,513
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(71,241)	—
IntraCounty Adjustments	—	(8,773)	(49,806)
Other Adjustments	—	(535,536)	(427,552)
<b>Subtotal (Current Level Budget)</b>	<b>44.0 \$</b>	<b>7,461,806 \$</b>	<b>5,528,632</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	4,604 \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>4,604 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>44.0 \$</b>	<b>7,466,410 \$</b>	<b>5,528,632</b>

### Community, Health Services — Cost Center 04103 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	80.5 \$	13,166,250 \$	6,652,619
Board Approved Adjustments During FY 2016	-0.5	(160,934)	(161,755)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	974,936	—
IntraCounty Adjustments	—	110,207	—
Other Adjustments	—	(58,508)	—
<b>Subtotal (Current Level Budget)</b>	<b>82.0 \$</b>	<b>14,031,950 \$</b>	<b>6,490,864</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	9,860 \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>9,860 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>82.0 \$</b>	<b>14,041,810 \$</b>	<b>6,490,864</b>





## Emergency Medical Services — Cost Center 04104

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	17.0 \$	5,363,285 \$	4,619,498
Board Approved Adjustments During FY 2016	1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	197,318	—
IntraCounty Adjustments	—	161,375	—
Other Adjustments	—	(613,749)	(351,500)
<b>Subtotal (Current Level Budget)</b>	<b>18.0 \$</b>	<b>5,108,229 \$</b>	<b>4,267,998</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	2,150 \$	591,000
Decision Packages			
Adjust Emergency Medical Services Revenues and Expenditures	—	1,740,000	—
Augment Staff to Support Emergency Medical Services	0.5	41,445	—
Eliminate Franchise Fee Revenue	—	—	(538,498)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>0.5 \$</b>	<b>1,783,595 \$</b>	<b>52,502</b>
<b>Recommended Budget</b>	<b>18.5 \$</b>	<b>6,891,824 \$</b>	<b>4,320,500</b>

## Family Health — Cost Center 04105

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	158.0 \$	25,756,488 \$	17,626,979
Board Approved Adjustments During FY 2016	-0.5	(382,550)	44,990
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	766,711	—
IntraCounty Adjustments	—	13,961	—
Other Adjustments	—	(256,772)	55,592
<b>Subtotal (Current Level Budget)</b>	<b>157.5 \$</b>	<b>25,897,839 \$</b>	<b>17,727,561</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	17,172 \$	—
Decision Packages			
Delete ChronicallyVacant Positions	-1.0	(155,860)	(81,047)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0 \$</b>	<b>(138,688) \$</b>	<b>(81,047)</b>
<b>Recommended Budget</b>	<b>156.5 \$</b>	<b>25,759,151 \$</b>	<b>17,646,514</b>



### Health Officer — Cost Center 04106 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	21.5	\$ 7,543,693	\$ 7,343,633
Board Approved Adjustments During FY 2016	2.0	2,740,688	2,000,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	654,281	—
IntraCounty Adjustments	—	46,755	—
Other Adjustments	—	(3,552)	1,800,000
<b>Subtotal (Current Level Budget)</b>	<b>26.0</b>	<b>\$ 10,981,864</b>	<b>\$ 11,143,633</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,716	\$ —
Decision Packages			
Expand Health Equity Initiative	1.0	168,973	—
Expand Better Health Pharmacy	1.0	190,597	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 362,286</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>28.0</b>	<b>\$ 11,344,150</b>	<b>\$ 11,143,633</b>

### Infections Disease — Cost Center 04107 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	72.0	\$ 15,285,235	\$ 5,898,444
Board Approved Adjustments During FY 2016	2.0	331,683	32,633
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	195,091	—
IntraCounty Adjustments	—	(148,522)	—
Other Adjustments	—	659,057	15,471
<b>Subtotal (Current Level Budget)</b>	<b>73.0</b>	<b>\$ 16,322,543</b>	<b>\$ 5,946,548</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 8,378	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 8,378</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>73.0</b>	<b>\$ 16,330,921</b>	<b>\$ 5,946,548</b>



**PH Admin Support Services — Cost Center 04108**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	18.5 \$	13,864,341 \$	9,739
Board Approved Adjustments During FY 2016	-2.0	(348,970)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	58,477	—
IntraCounty Adjustments	—	304,191	—
Other Adjustments	—	(537,256)	2,679,347
<b>Subtotal (Current Level Budget)</b>	<b>16.0 \$</b>	<b>13,340,783 \$</b>	<b>2,689,086</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	5,498 \$	—
Decision Packages			
Augment Administrative Support	1.0	90,234	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0 \$</b>	<b>95,732 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>17.0 \$</b>	<b>13,436,515 \$</b>	<b>2,689,086</b>

**Administration Fund 0001 — Cost Center 041011**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	45 \$	—
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(45)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>



**Central Services Fund 0001 — Cost Center 041012**  
**Major Changes to the Budget**

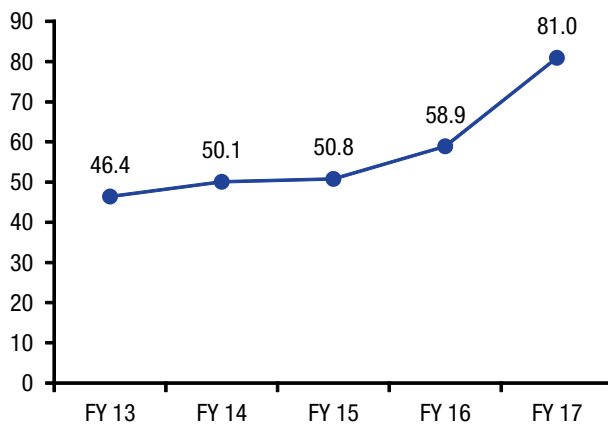
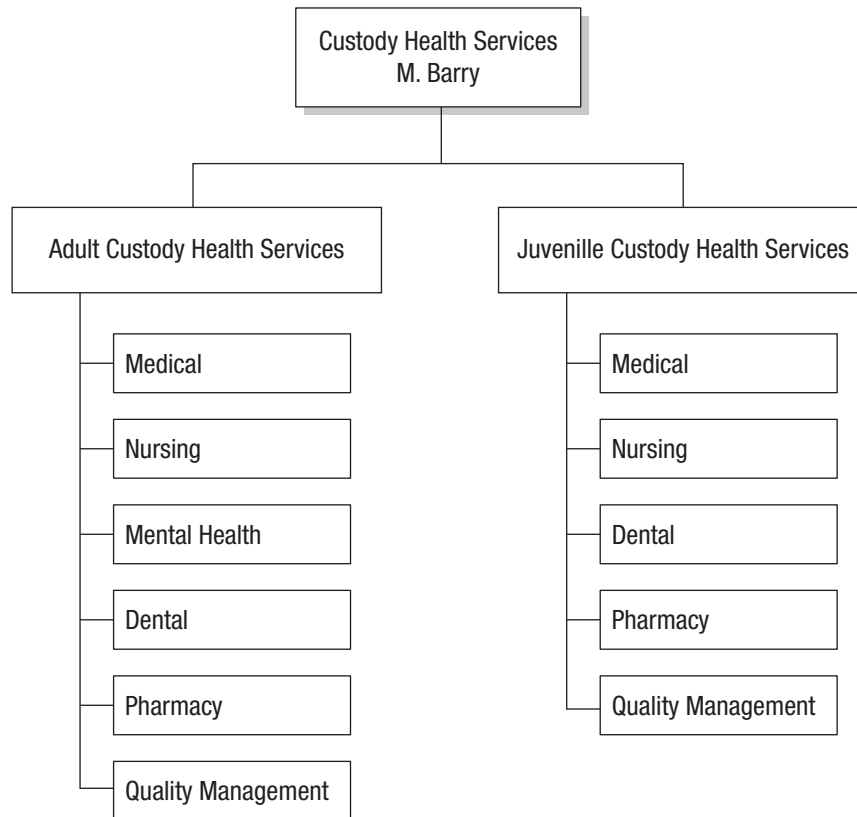
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 757,546	\$ 675,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	152,091	—
IntraCounty Adjustments	—	(1,736)	—
Other Adjustments	—	(5,410)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 902,491</b>	<b>\$ 675,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 504	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 504</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 902,995</b>	<b>\$ 675,000</b>

**Emergency Medical Services Fund 0001 — Cost Center 041015**  
**Major Changes to the Budget**

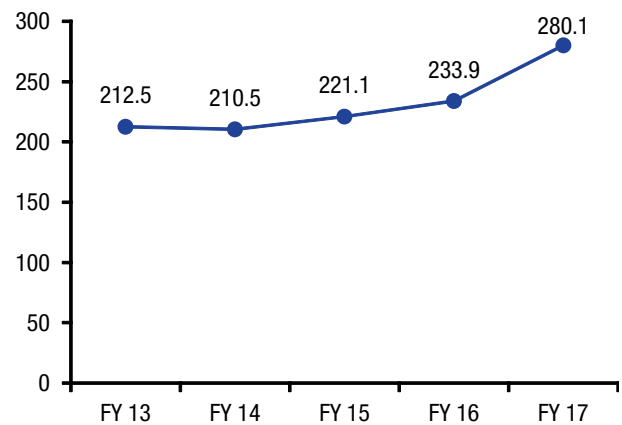
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,184,224	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	49,500	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,233,724</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,233,724</b>	<b>\$ —</b>



# Custody Health Services



**Gross Appropriation Trend**



**Staffing Trend**

Expenditures in this budget are 100% offset by reimbursements from the Social Services Agency, Probation Department, Mental Health Department, and Department of Correction.



## Public Purpose

- **Compliance with Health Care Mandates**
- **Prevention of Disease Transmission**
- **Continuity of Care**



## Description of Major Services

Custody Health Services (CHS) is a General Fund Department of the Santa Clara Valley Health and Hospital System. Health Services are provided by a professional multidisciplinary staff inclusive of physicians, registered nurses, licensed vocational nurses, marriage and family therapists, licensed social workers, clinical psychologists, nurse practitioners, and a variety of ancillary support personnel.

### Medical, Mental Health, Pharmacy and Dental Services

Comprehensive ambulatory medical, mental health and pharmacy services are provided to the detainees of Juvenile Hall, James Ranch, Main Jail, and the Elmwood

facility. Medical Infirmary Services are provided at Juvenile Hall and the Main Jail, and acute mental health services are provided at the Main Jail.

Medical and Mental Health services also provide court evaluations and other types of reports/evaluations to County organizations such as the County court system, District Attorney, Department of Probation, and the Department of Correction.

Limited dental services are provided to the detainees of the Main Jail and Elmwood Facility, Juvenile Hall, and the James Ranch.

### Services Provided to Residents/Detainees

Medical Services	Mental Health Services	Pharmacy Services	Dental Services
Medical assessment	Mental health assessment	Pharmacy Assessment	Dental assessment
Medication administration	Medication administration	Patient education	Emergency Dental Services
Immunizations	Suicide assessments	Inventory/inspection	Urgent Dental Services
Patient education	Crisis intervention	Drug information services	
Testing	Brief situational counseling	Pharmacist interventions	
In-house treatment	Acute psychiatric unit admissions	Pharmacist chart reviews	
Screening	Psychiatric medication monitoring	Integrated pharmaceutical care services	
MD evaluation and treatment	MD evaluation and treatment	Modified unit dose medication delivery system	
Specialized consultation	Court evaluations		
Referral treatment	Case management		
Court evaluations	Discharge planning		
Discharge planning	Referral to the community		
Hospice care	Interagency mental health education		
Infection control			

## Current and Emerging Issues

As a result of the Public Safety Realignment AB109 Plan (AB109) that became effective in October 2011, some inmates who were previously sentenced to the State Prison system are now sentenced to local County jail facilities to serve their period of incarceration. Due to the longer lengths of time which these inmates are sentenced, CHS has been reassessing clinical operations and developing reasonable plans to ensure that inmates receive all medically necessary preventive, episodic, and chronic care services. To this end, CHS has brought in nationally-renowned experts to advise on any gaps in the health care services provided to jail inmates, and how to fill any such gaps.

The population in the County's jail facilities with a serious mental illness has swelled to approximately 18% of the population. This has strained the ability of the Department of Correction and CHS to provide safe housing for mentally ill inmates. Housing mentally ill inmates in units that are not best suited for the inmates' mental condition can potentially deteriorate their mental status and could subject them to victimization by other inmates. CHS is working closely with the Department of Correction to find appropriate housing for all mentally fragile inmates.

In addition, due to the increased number of inmates who are older than 55 years of age and the increased number of inmates with several medical pathologies and physical disabilities, there has been a strain on the number of infirmary and Special Housing beds available for 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 need these beds. The AB109 inmates have placed a

further strain on the availability of these beds as they may need a specialty housing unit for the entire period of their lengthy incarceration.

Additionally, in response to the longer lengths of stays of inmates and the increased census, CHS will provide urgent Dental Services to augment the emergent services which are currently provided and will reduce the time that is needed by inmates to access these services.

There continues to be an increased demand for comprehensive discharge planning for inmates released from Custody Facilities to ensure that both the medically fragile inmates as well as the mentally ill inmates are provided continuity of care upon their release to the community.

The women's inmate population has significantly increased since 2011, reaching an Average Daily Census of approximately 450 inmates. The mentally ill female population has also risen, with female inmates utilizing 30% of the acute mental health beds on a daily basis.

Due to the increase in the number of the mentally ill inmates in the Jails, particularly those inmates who suffer from serious mental illnesses and substance use disorders, in December 2015 the Board of Supervisors approved funding for the hiring of additional staff to provide behavioral health services, including mental health clinicians, substance use treatment clinicians, and custody staff, to provide enhanced treatment for this population of inmates throughout the Jail system. These services will be deployed throughout the Jails over an extended period of time to ensure their success.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Augment Jail Dental Services	↑	Add a Dental Assistant to augment Jail dental services.	1.0	—	—
Increase Elmwood Night Therapy	↑	Add 1.4 FTE Marriage Family Therapist positions for night shift mental health staffing.	1.4	—	—

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



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Custody Health Behavioral Teams	◆	Allocate savings to reflect the cost of six Behavioral Teams and allocate to the Traditions contract for psychiatry services.	—	—	—
Custody Electronic Health Record Phase 2	↑	Increase onetime project allocation to support the Phase 2 implementation of Epic in Custody Health Service from their current NextGen electronic health record to the Epic System. This recommendation also includes the reimbursement of a 2.0 FTE Epic Report Writer II positions in the SCVMC budget.	—	—	—
Enhanced Services from Information Services Department	↑	Allocate funds to SCVMC for the increase in services from ISD.	—	—	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Jail Dental Services

**Recommended Action:** Add 1.0 FTE Dental Assistant position to augment Jail dental services. This recommendation also includes the reimbursement of a Dentist in the SCVMC budget.

**Service Impact/Background:** The addition of the Dental Assistant and Dentist (included in the SCVMC budget recommendation) is needed to potentially reduce wait time for urgent issues by 2-3 week and will provide for an increase in approximately 40 hours of Dental Services in the Jail.

**Background:** Since the inception of AB109 in 2011, the inmate population has not only increased, but the average length of stay for inmates has been dramatically lengthened to 211 days. The Dental Services historically provided in the Jails was designed to meet urgent and emergent needs of inmates, but due to the extended length of stay in the Jails, inmates now require routine care and limited preventive services.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost: \$326,928  
Ongoing Reimbursement from Department of Correction (DOC): \$326,928  
One-time Salary Savings: \$54,489  
One-time reduction in reimbursement from Department of Correction: \$54,489

### ↑ Increase Elmwood Night Therapy

**Recommended Action:** Add 1.40 FTE Psychiatric Social Worker II positions for night shift mental health staffing.

**Service Impact/Background:** The addition of the Psychiatric Social Workers on the night shift at the Elmwood complex will significantly improve service provision for mentally ill inmates and ultimately reduce costs of transportation of inmates from one facility to another.

Currently, any mental health emergencies that arise on the night shift at either the Elmwood Men's facility or the Elmwood Women's facility, must be transported by the Sheriff's Office to the Main Jail for evaluation by mental health staff at the Mail Jail facility. Typically, at least one to two inmates per day that are housed in the Elmwood Men's Facility or the Correctional Center for Women, require professional mental health intervention during the hours of 11:00 PM to 7:00 AM. The need to transport inmates from Elmwood to the Main Jail can result in delays in treatment and additional transportation costs.

**Positions Added: 1.4 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost: \$185,697  
Ongoing Reimbursement from Behavioral Health Services Department (BHSD): \$185,697  
One-time Salary Savings: \$30,950  
One-time reduction in reimbursement from BHSD: \$30,950





## ◆ Custody Health Behavioral Teams

**Recommended Action:** Allocate \$1,860,552 in savings to reflect the cost of six Behavioral Teams and allocate \$1,768,558 in expense to account for the Traditions contract for psychiatry services.

**Service Impact/Background:** In December 2015 the Board of Supervisors approved funding for the hiring of additional staff to provide behavioral health services, including mental health clinicians, substance use treatment clinicians, and custody staff, to provide enhanced treatment for this population of inmates throughout the Jail system. These services will be deployed throughout the Jails over an extended period of time to ensure their success.

The Board of Supervisors requested that this action return for consideration of funding for the Behavioral teams in FY 16-17. Due to the length of time for the recruitment of these positions, the Administration is recommending salary savings for the cost of the six teams. To support this effort, the Traditions contract is supplementing this work and this budget recommendation provides funding on a short term basis until there are sufficient Psychiatrists hired by the County.

### Ongoing Net Cost: \$0

Ongoing Savings: \$91,994  
Ongoing decrease in Reimbursement from Behavioral Health Services: \$91,994

## ↑ Custody Electronic Health Record Phase 2

**Recommended Action:** Increase one-time project allocation to support the Phase 2 implementation of HealthLink in Custody Health Services from their current NextGen electronic health record to the Epic System. This recommendation also includes the reimbursement of a 2.0 FTE Epic Report Writer II positions in the SCVMC budget.

**Service Impact:** This project is one of the County's Information Technology Capital Projects for FY 16-17. For a full description of this project, see the budget proposals in the Information Services Department (ISD) section of the Recommended Budget.

### Ongoing Net Cost: \$0

Ongoing Cost: \$303,158  
Ongoing Reimbursement from DOC: \$156,157  
Ongoing Reimbursement from Probation: \$17,371  
Ongoing Reimbursement from BHSD: \$129,630

### One-time Cost: \$0

One-time Cost: \$1,642,778  
One-time Reimbursement from DOC: \$846,195  
One-time Reimbursement from Probation: \$94,131  
One-time Reimbursement from BHSD: \$702,452

## ↑ Enhanced Services from Information Services Department (ISD)

**Recommended Action:** Allocate funds to Custody Health Services for the increase in services from ISD.

**Service Impact:** Due to the recommendations to increase in staff and services in ISD, charges to Custody Health Services will increase. For additional information on this recommendation see the budget proposals in the ISD section of the Recommended Budget. Below is a list of the proposals affecting Custody Health Services.

- Critical Infrastructure support for Office 365
- Business Operations and Asset Management Functions
- Information Privacy & Security
- Support for Implemented Efficiencies
- Operational Projects

### Ongoing Net Costs: \$0

Ongoing costs: \$23,066  
Ongoing Reimbursement from DOC: \$14,218  
Ongoing Reimbursement from Probation: \$1,729  
Ongoing Reimbursement from BHSD: \$5,620  
Ongoing Reimbursement from AB109: \$1,499

### Custody Health Services— Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 501	\$ —	\$ —	\$ —	—	—
4150	Juvenile Probation Med Svcs Fund 0001	(241,546)	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	2,413	—	—	—	—	—
041401	Adult Custody Med Svcs Fund 0001	2,974,345	—	295,265	295,265	295,265	n/a
041402	Adult Custody Mental Health Svcs Fund 0001	3,938,764	4,915,652	5,200,982	5,202,481	286,829	5.8%
<b>Total Net Expenditures</b>		<b>\$ 6,674,477</b>	<b>\$ 4,915,652</b>	<b>\$ 5,496,247</b>	<b>\$ 5,497,746</b>	<b>\$ 582,094</b>	<b>11.8%</b>

### Custody Health Services— Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 1,453,390	\$ 1,734,845	\$ 1,865,347	\$ 1,866,867	132,022	7.6%
4150	Juvenile Probation Med Svcs Fund 0001	3,406,107	4,144,090	4,126,412	4,128,141	(15,949)	-0.4%
4160	Children's Shelter Med Svcs Fund 0001	2,413	49,292	49,292	49,292	—	—
041401	Adult Custody Med Svcs Fund 0001	33,768,992	36,312,909	53,643,687	55,782,766	19,469,857	53.6%
041402	Adult Custody Mental Health Svcs Fund 0001	14,006,821	16,663,578	18,969,966	19,131,832	2,468,254	14.8%
<b>Total Gross Expenditures</b>		<b>\$ 52,637,723</b>	<b>\$ 58,904,715</b>	<b>\$ 78,654,704</b>	<b>\$ 80,958,898</b>	<b>\$ 22,054,184</b>	<b>37.4%</b>

### Custody Health Services— Budget Unit 414 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 38,000,035	\$ 39,912,146	\$ 49,450,836	\$ 47,820,948	\$ 7,908,802	19.8%
Services And Supplies	14,386,661	18,992,569	29,203,868	33,137,950	14,145,382	74.5%
Fixed Assets	251,026	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 52,637,723</b>	<b>\$ 58,904,715</b>	<b>\$ 78,654,704</b>	<b>\$ 80,958,898</b>	<b>\$ 22,054,184</b>	<b>37.4%</b>
Expenditure Transfers	(45,963,246)	(53,989,062)	(73,158,457)	(75,461,152)	(21,472,090)	39.8%
<b>Total Net Expenditures</b>	<b>\$ 6,674,477</b>	<b>\$ 4,915,652</b>	<b>\$ 5,496,247</b>	<b>\$ 5,497,746</b>	<b>\$ 582,094</b>	<b>11.8%</b>



### Custody Health Services— Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 501	\$ —	\$ —	\$ —	—	—
041401	Adult Custody Med Svcs Fund 0001	33,677	—	295,265	295,265	295,265	n/a
041402	Adult Custody Mental Health Svcs Fund 0001	5,151,111	4,915,652	5,200,982	5,202,481	286,829	5.8%
<b>Total Revenues</b>		<b>\$ 5,185,289</b>	<b>\$ 4,915,652</b>	<b>\$ 5,496,247</b>	<b>\$ 5,497,746</b>	<b>\$ 582,094</b>	<b>11.8%</b>

### Custody Health Services— Budget Unit 414 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 29,691	\$ —	\$ —	\$ —	—	—
Other Financing Sources	5,155,598	4,915,652	5,200,982	5,202,481	286,829	5.8%
Aid From Government Agencies - Federal	—	—	295,265	295,265	295,265	n/a
<b>Total Revenues</b>	<b>\$ 5,185,289</b>	<b>\$ 4,915,652</b>	<b>\$ 5,496,247</b>	<b>\$ 5,497,746</b>	<b>\$ 582,094</b>	<b>11.8%</b>

### CSCHS Administrative Services -Fund 0001 — Cost Center 4138 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ —	\$ —
Board Approved Adjustments During FY 2016	1.0	71,591	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(3,484)	—
IntraCounty Adjustments	—	(66,211)	—
Other Adjustments	—	(1,896)	—
<b>Subtotal (Current Level Budget)</b>	<b>8.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ —</b>	<b>\$ —</b>



**Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	17.2	\$ —	\$ —
Board Approved Adjustments During FY 2016	-1.5	(60,338)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	55,925	—
IntraCounty Adjustments	—	(9,457)	—
Other Adjustments	—	13,870	—
<b>Subtotal (Current Level Budget)</b>	<b>15.7</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>15.7</b>	<b>\$ —</b>	<b>\$ —</b>

**Children's Shelter Med Svcs Fund 0001 — Cost Center 4160**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>



**Adult Custody Med Svcs Fund 0001 — Cost Center 041401**  
**Major Changes to the Budget**

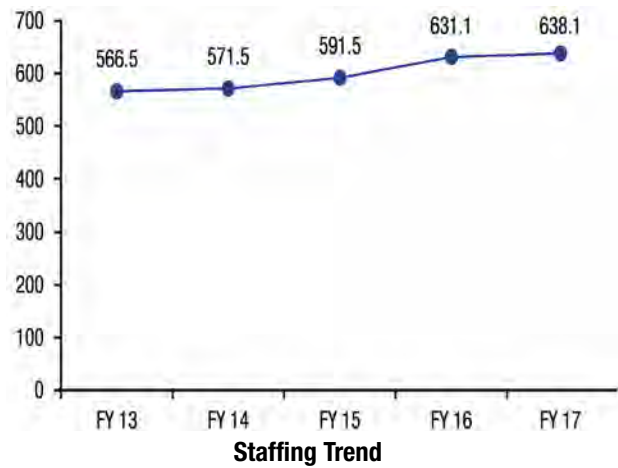
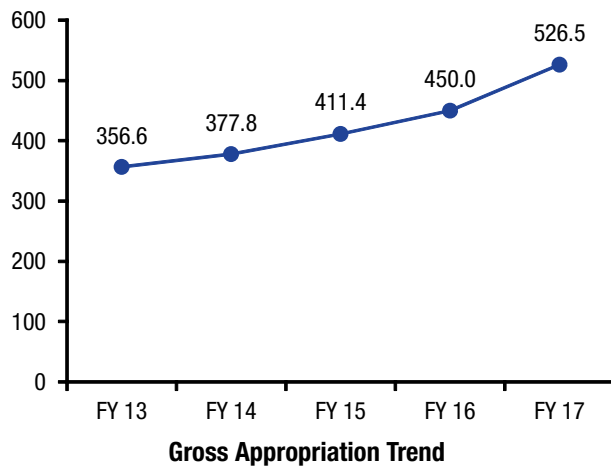
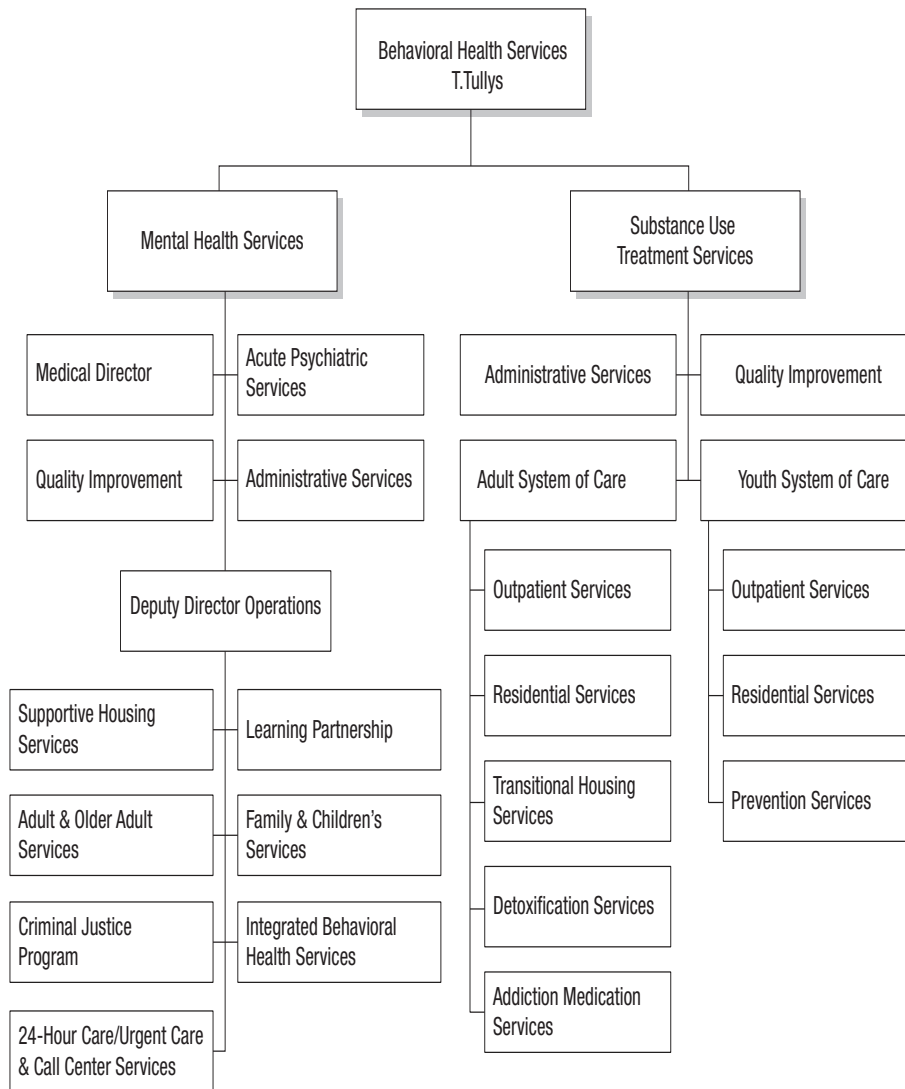
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	112.6	\$ —	\$ —
Board Approved Adjustments During FY 2016	44.8	323,800	295,265
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.7	549,594	—
IntraCounty Adjustments	—	1,821,928	—
Other Adjustments	—	(2,400,057)	—
<b>Subtotal (Current Level Budget)</b>	<b>156.7</b>	<b>\$ 295,265</b>	<b>\$ 295,265</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 91,331	\$ —
Decision Packages			
Augment Jail Dental Services	1.0	75,917	—
Custody Health Behavioral Teams	—	(1,860,552)	—
Information Technology			
Implement Healthlink Custody Health Services - Part 2	—	1,693,304	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>157.7</b>	<b>\$ 295,265</b>	<b>\$ 295,265</b>

**Adult Custody Mental Health Svcs Fund 0001 — Cost Center 041402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	97.1	\$ 4,915,652	\$ 4,915,652
Board Approved Adjustments During FY 2016	-0.5	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.7	533,888	—
IntraCounty Adjustments	—	(332,555)	285,330
Other Adjustments	—	83,997	—
<b>Subtotal (Current Level Budget)</b>	<b>97.3</b>	<b>\$ 5,200,982</b>	<b>\$ 5,200,982</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ (153,248)	\$ 1,499
Decision Packages			
Increase Elmwood Night Therapy	1.4	154,747	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.4</b>	<b>\$ 1,499</b>	<b>\$ 1,499</b>
<b>Recommended Budget</b>	<b>98.7</b>	<b>\$ 5,202,481</b>	<b>\$ 5,202,481</b>



# Behavioral Health Services



## 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

### Integrated 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 Substance Use Treatment Services Department ([SUTS], formerly Alcohol and Drug Services [DADS]) and Mental Health Department (MHD) are merging into the Behavioral Health Services Department (BHSD).

This merger is based on research that demonstrates 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 support, health outcomes are improved, mental health/substance use disorder 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 that 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.

### 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; children and adults 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 percent 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. Services are organized into four major divisions: Family and Children's Services; Adult and Older Adult Services; Integrated Behavioral Health Services; and Acute Psychiatric Services. Each Division provides an array of services for specific populations.

**Family & Children's Services** The Family and Children's Services Division (F&C) serves children, adolescents, young adults and their families, ages 0-25 who are experiencing social- emotional and behavioral concerns. Services are provided at five County sites and by 19 contract agency programs. The Family & Children's Services Division provides outpatient care and programs specific to the unique needs of children and their families. Services that are provided respect cultural values and the natural support systems of youth and families and address children and family behavioral health problems in the least restrictive, most family-like context possible. Services in the F&C Division include:

- Prevention and Early Intervention
- School-Linked Services
- Child and Youth Community Behavioral Health Programs
  - FIRST 5 System of Care - Developmental screening, assessment, home visitation, and therapy
- Children's System of Care
  - Community-based Wraparound and Therapeutic Behavioral Services (alternatives to residential treatment)
  - Full Service Partnership (FSP)
- Integrated Behavioral Health Services for Youth
- Intensive Services Program
  - Juvenile Hall and James Ranch mental health services
- Mobile Crisis
- Crisis Stabilization Unit
- Crisis Transition Services
- Residential Treatment.

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).

**Adult and Older Adult Services** The Adult & Older Adult Services Division provides both outpatient and inpatient care, as well as an array of specialized programs specific to the needs of adults and older adults with serious mental illness. Services in the Adult and Older Adult System of Care include:

- Services for Seriously Mentally Ill Adults and Older Adults
  - Full Service Partnerships (FSP)
  - Outpatient/Clinic Services
  - 24-Hour Care Unit
  - Institutes for Mental Disease (IMD)
  - State Hospital Placements
  - Crisis Residential
  - Older Adult Services.

The Division strives to provide high-quality mental health services to individuals from a wide variety of cultural and ethnic backgrounds.

**Integrated Behavioral Health Services** For the past six years, Mental Health Services has been providing outpatient mental health services within the Valley Medical Center's ambulatory clinics. Currently, services are provided to patients of the Sunnyvale, East Valley, Milpitas, Alexian, and Gilroy clinics. In FY 12-13, this model of service was expanded to several community-based Federally Qualified Health Centers (FQHCs). Services include psychiatric consultation, evaluation, medication management, and clinical therapy services. The purpose of this new line of behavioral health service is to provide mental health care within the context of primary care medical settings to those patients who have episodic depression and anxiety, or other mental health symptoms that are conducive to treatment in primary care medical care settings/medical homes.

The Integrated Services 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. This



service is an effort to reduce involuntary hospitalization, psychiatric emergency room visits, and incarceration. Since 2011, two Law Enforcement Liaison (LEL) positions have been added to assist MHUC clinicians with field visits for psychiatric evaluations. LELs also provide demonstrations in Interactive Video Simulation Training to law enforcement staff.

The Central Wellness and Benefits Center (CWBC) is a MESA-funded program in Santa Clara County that provides short-term, ongoing medication, mental health services, limited case management, and benefit assistance services to individuals that are uninsured and/or who do not have the financial means to pay for services. The goal of the CWBC is to assist residents with obtaining benefits in order to link them to more extensive mental health outpatient services within Santa Clara County. With the implementation of the Affordable Care Act (ACA) in January 2014, many of the previously uninsured clients are now insured and remain at CWBC receiving services as appropriate.

**Acute Psychiatric Services** 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), a locked acute psychiatric unit, as well as State and private hospital placements.

Some of the residents served by the BHSD are served through multiple programs during the course of a year. For example, a client could visit EPS, have an inpatient stay, and receive outpatient services in one year.

### Substance Use Treatment Services

The mission of SUTS within BHSD is to operate a seamless Continuum of Care for the prevention and treatment of substance use disorders that meets the diverse needs of Santa Clara County residents.

In FY 2014-15, there were 8,230 admissions for substance use treatment services, detoxification services, outpatient, residential, and addiction medication services. SUTS operates a system of care under Managed Care principles that refers to a planned, comprehensive approach to providing health services. Clients and treatment providers benefit from this combination of administrative and clinical services that operate in an integrated, coordinated manner to provide clients timely, cost-effective and high-quality

care. Treatment is provided through a network of over 20 County and community-based treatment providers. Community-based providers offer detox, residential & outpatient treatment, and transitional housing services to substance use clients. Transitional housing provides a vital component for recovery by offering clients stable, recovery-oriented housing support during outpatient treatment.

The treatment system is organized into two distinctive though related systems - the Adult System of Care (ASOC) and the Youth System of Care (YSOC). Adult clients enter substance use treatment voluntarily or by referral from criminal justice agencies, social services, mental health, and the larger health care system. Referrals are made into the system of care from criminal justice agencies, social services agencies, mental health, and the larger health care system. Most referrals are coordinated through the main portal, the Gateway call center. Gateway screens and refers clients to appropriate treatment providers for comprehensive assessment and treatment.

The Addiction Medicine Treatment Division is the only county-operated medication-assisted treatment program in the State and offers methadone, buprenorphine, and Vitvirol treatment. Specialized entry services are operated for certain criminal justice populations, such as those entering services under the rubric of AB 109. The goal is to serve all County residents with substance use disorder needs, irrespective of ability to pay.

Youth are referred to treatment through schools, the juvenile justice system, and other community organizations. The YSOC provides treatment to adolescents through programs based in clinics, schools, Juvenile Hall, the William F. James Ranch, and community-based organizations that provide outpatient and residential treatment. YSOC contracts provide outpatient treatment at 20 school sites throughout Santa Clara County. YSOC also provides services for Valley Health Plan youth and family members that creates another avenue to bring needed services to families in need.

SUTS also offers substance use prevention services. Prevention services programs focus on building coalitions, offering substance use and health promotion classes through the Learning Institute, and disseminating information through community-based



organizations. Prevention Services provides Too Good for Drugs classes in middle and high schools, the Strengthening Families Program, and 90-minute parent workshops to educate parents on substances and provide effective parenting practices. Prevention Services also offers a substance use peer-to-peer intervention program to high schools and the youth leadership program, Friday Night Live.

### Characteristics of Substance Use Treatment Clients FY 14-15

Calls fielded by Gateway	48,351
Admissions	8,230
Discharges	8,233
Admitted clients with a co-occurring mental illness	42%
Clients who are homeless	28%
Clients who are disabled	36%
Clients diagnosed with communicable diseases	17%
Clients who are parents of minor children	42%
Clients tested for HIV	81%

### Client Characteristics Compared to the State of California for FY 14-15

	SUTS	California
Clients who completed treatment	35%	35%
Admissions who were minorities	66%	44%
Admissions that were amphetamine addicted	44%	14%
Clients referred from the Criminal Justice System	75%	44%

### Supportive Housing Services

While the Office of Supportive Housing (OSH) is transitioning to the County Executive's Office, there are critical functions related to the mission of OSH that will remain within the BHSD to ensure the appropriate level of care for homeless and chronically homeless persons and families, and ensure coordination and collaboration among the Santa Clara County Health and Hospital System. OSH team members are responsible for supporting Countywide initiatives such as the High Need Patient Initiative, and the Care Coordination and Transition Program.

## Current and Emerging Issues

### Behavioral Health Integration

In FY 15-16, the Behavioral Health Services Department (BHSD) focused on the specific operational changes required to fully integrate the new department, which included four key areas: infrastructure, shared space, a new, integrated budget unit, and a new BHSD brand.

Working with the County's Employee Services Agency, BHSD leadership identified the need for administrative infrastructure and career pathways for clinical and quality improvement staff.

The BHSD management team participated in a space planning process with the Facilities and Fleet Department to determine current and future space needs. The planning process resulted in a BHSD Space Assessment, which will guide and support administrative integration and other growth needs. The Office of the County Executive has identified a potential County facility space for BHSD Administration and initial planning is underway.

A new integrated budget unit for the Behavioral Health Services Department will be rolled out at the start of the new fiscal year to allow for better integration of the fiscal relationships between the former SUTS and Mental Health Departments.

In December 2015, an online branding selection process was launched for BHSD staff. Staff reviewed three possible brands, and voted for their favorite. The BHSD brand with the greatest staff support was selected and brand design and development is underway, with a planned release in spring 2016.

Integration of the treatment system will occur in phases over the next couple of years in partnership with staff, community-based providers, and community stakeholders. BHSD leadership will continue to focus on engaging staff and managers in a collaborative effort to implement effective administrative practices and integrated services that are of value to clients, achieve meaningful and measurable outcomes, and are cost effective. Drawing from the Behavioral Health Unit-Based Teams, Center for Leadership and

Transformation (CLT) improvement strategies, and rapid cycle process improvement initiatives, BHSD will move towards implementation of a state-of-the-art delivery system for those with mental health, substance use and co-occurring conditions.

### **Affordable Care Act and the 1115 Medi-Cal Waiver Plan**

The Affordable Care Act (ACA), and specifically, expansion of Medi-Cal benefits to new populations such as single persons, came into effect in January 2014. Consequently, the revenue stream for SUTS started to shift as more clients became eligible for Drug Medi-Cal funding. Although ACA expanded the eligible population to include single persons, it did not substantially alter the services funded by Drug Medi-Cal, which are mainly for pregnant and parenting women and opioid treatment. Most substance use treatment continued to require other funding sources, such as block grants and County General Fund monies, even after the ACA became effective.

The California Department of Health Care Services (DHCS) decision to apply for the 1115 Medicaid Waiver specific to a substance use treatment services allowed the State to change to substance use treatment delivery system and make it more like other Medi-Cal services. SUTS submitted a waiver plan that proposes fundamental changes in the Medi-Cal framework for delivery of and reimbursement for services, under the rubric of an Organized Delivery System (ODS). Several key changes are proposed under the SUTS 1115 Waiver proposal:

- Integrated call center: by creating a single point of entry into the Behavioral Health system, it will be possible to create a common point of entry and referrals for clients with co-occurring disorders, substance use disorders and mental health disorders. An integrated call center will have enhanced technological capacity to handle more calls and improve client access to services.
- System-wide use of American Society for Addiction Medicine (ASAM) criteria for level of care placement: ASAM will more precisely match client treatment intensity to treatment needs, ensuring that clients receive the right services at the right time in their recovery.

- Addition of new levels of care in the adult and youth systems: the Medi-Cal Waiver plan proposes to add a Clinically Managed Low Intensity Residential Services level and Partial Hospitalization - Day Treatment to the adult continuum of care and Clinically Managed Medium/High Intensity Residential Services and Intensive Outpatient to the youth continuum of care.
- Post discharge monitoring and case management: post-discharge recovery services will be enhanced to include a client relapse monitoring program and an evidence-based relapse prevention program. Case management services will be restructured to align with the requirements of a Medi-Cal reimbursable service.
- Authorization or residential treatment: residential treatment placement and capacity management has been managed by the SUTS Quality Improvement (QI) Division for many years. The Waiver requires utilization management of the newly reimbursable Residential Service Levels, and the QI Division will need to authorize medically necessary residential treatment services at the appropriate ASAM level of intensity.
- Robust quality monitoring and performance measurement: as the expanded system will be considerably more complex to operate, a more comprehensive Quality Improvement Plan will be required. The enhanced plan calls for measuring (i) access to the system, (ii) engagement in services, (iii) client outcomes, (iv) care coordination, and (v) communication.
- A cost-based pricing model for reimbursement rates: SUTS proposed to create service bundles for adult and youth treatment. Examples of proposed adult and youth service bundles include individual treatment, family treatment, recovery services and psycho-educational groups. Each bundle consists of a specific number of services for a specific duration for the initial length of stay of 90 days.

The proposed changes in the delivery system (if accepted by the State and the Center for Medicaid and Medicare) will produce significant changes in substance use treatment and billing practices. This new system will function as an ODS and will follow the current managed care system that Santa Clara County has operated for the past 20 years. Santa Clara County will be among the earliest wave of counties in California to



implement the 1115 Waiver. The new system will also be able to provide higher quality care as it will become possible to more precisely match client treatment intensity to treatment needs.

### **Quality Improvement and Contract Outcomes**

The BHSD has been working to develop performance targets, metrics, and improvement objectives toward improvement of client outcomes for all clients served. Current system quality improvement objectives include the following:

- Reduce the number of clients who access services more than 14 days from initial request to no more than 20% of total new clients;
- Increase the number of clients who are engaged in the recovery process within 30 days to 70% for adults and 75% for children;
- Increase the penetration rate for service to the community by at least one percentage point for each ethnic group;
- Increase to at least 35% the number of clients who successfully discharge, as measured by their score at discharge on the MORS (Milestones of Recovery Scale) for adult clients and Child and Adolescent Needs and Strengths (CANS) for children; and,
- Reduce the number of clients receiving inpatient hospital services who are readmitted within 30 days.

The performance targets, metrics, and improvement objectives were included in all of the BHSD contracts beginning January 1, 2016. Mechanisms for collection and reporting of this data have been developed and will be disseminated through a performance learning management dashboard and monitored during quarterly program review meetings with BHSD and the contractors.

### **Need for Transitional Housing Units**

The influx of newly insured clients will tax the current SUTS capacity in specific modalities, such as residential treatment. Given the relative scarcity of residential treatment beds in the Adult System and a very small capacity in the Youth System, there is a possibility of lengthy wait lists developing if there is a significant influx of new clients. Because the system operates as a continuum of care with each level of care interconnected, a similar capacity shortfall is occurring in the Transitional Housing Units (THU). THUs are

treatment-linked housing that support shorter residential stays by providing stable transitional housing to out-patient Adult Treatment consumers.

### **Electronic Health Record**

The BHSD has been involved in overhauling and implementing an electronic health record system and creating an integrated record for both substance use and mental health clients. The BHSD has decided to implement HealthLink to integrate care management through a single care plan across the SCVHHS. Using HealthLink will allow the development of a common BHSD portal into treatment and seamless care for clients between the two specialty treatment systems. The cost for this project is included in the FY 16-17 Recommended Budget.

### **Critical Workforce Needs**

One of the greatest challenges facing BHSD is the recruitment and retention of professional staff, including psychiatrists, licensed Master Social Workers and Marriage and Family Therapists, and counselors certified by the California Association of Alcohol and Drug Abuse. With the ACA's significant expansion of behavioral health services, public and private health providers, managed care plans, and hospital systems across the greater Bay Area and the State are recruiting behavioral health clinicians. With limited licensed staff available and significant salary differentials for psychiatrists, BHSD faces stiff competition for a relatively small pool of candidates. In addition, Santa Clara County's cultural and ethnic diversity of clients, families and communities and high proportion of mono-lingual speaking clients, necessitates culturally and linguistically competent providers.

Working with the SCVHHS and the County's Employee Services Agency, BHSD is identifying creative approaches to recruitment that will increase the number of licensed clinicians employed in Santa Clara County.

### **Children's Acute Psychiatric Inpatient Facility**

In June 2015, the Board of Supervisors requested a recommendation on the feasibility of developing a Santa Clara County children's acute psychiatric facility. All children's inpatient services have been provided in out-of-county hospitals, requiring families to travel to see their children in a time of crisis.

BHSD convened a work group that included clinicians, psychiatrists, family members and hospital representatives. The group analyzed data on hospital admissions and utilization patterns and identified the essential services and family supports needed in a new facility. As part of this process, staff conducted a focus group with local private hospitals that treat children with psychiatric needs and solicited their feedback and recommendations. The recommendations were consistent among all stakeholders, emphasizing short inpatient stays, transitional services, and family supports.

The Request for Proposals has been released, with services anticipated to be provided beginning FY 16-17.

### **Adult Community-Based Crisis Services**

A critical need for the BHSD Adult System of Care is the expansion of community-based crisis services. Mobile crisis teams are the highest priority, and a Request for Proposals for these services has been released and services are planned for Fall 2016. BHSD is also exploring Psychiatric Emergency Response Teams (PERT) teams, which include behavioral health clinicians and law enforcement officers.

With a \$3.9 million grant from the California Health Facilities Financing Authority for community-based crisis services, BHSD is developing a 24/7 adult crisis stabilization unit (CSU) and two adult crisis residential facilities. These services are designed as alternatives to psychiatric emergency room visits and hospital stays, with the goal of reducing hospital visits and addressing crisis needs in the community. The County is in the process of renovating two facilities to house these programs. The East Valley Pavilion property, the site of the Central/East San Jose Project, will house both the CSU and a crisis residential unit. The Madrone property will serve as the South County Crisis Residential project. Construction on both projects is expected to be completed by July 2016 and services are planned for October 2016.

### **Involuntary Psychiatric Hold Planning Process**

BHSD convened a cross-system stakeholder group to review Santa Clara County's current Involuntary Psychiatric Hold (5150) Policy and practices and to update the 5150 Protocol and training process. The group includes psychiatric and hospital emergency room physicians, crisis clinicians, Emergency Medical Service (EMS) leads, a local law enforcement leader,

Patient Rights Advocates and hospital representatives. Focus groups have been held with consumers, family members and EMS teams to gather feedback and recommendations. The group has reviewed the current 5150 psychiatric hold evaluation policy and processes, and 5150 data from three sources: the County's Emergency Psychiatric Services (EPS) data, EMS transport data, and local law enforcement data to identify those geographic areas with high rates of involuntary holds. The final 5150 Protocol will be completed in FY 16-17.

### **Pay for Success Acute Mental Health: Frequent Users Care Coordination Project**

The Pay for Success (PFS) Acute Mental Health: Frequent Users Care Coordination Project is designed to reduce crisis and inpatient readmissions through more effective care coordination, care transition, and procurement strategies. The County team is working closely with Telecare Corporation and the PFS partners to identify the target population, service delivery, and financial model.

The community-based care provided through this project will be designed to improve the overall wellness of these clients, measured by the reduced utilization of emergency room and inpatient hospitalizations. This project aims to better meet the needs of these clients in the least restrictive setting and to avoid costs to the County by reducing bed days purchased from contract psychiatric hospitals, reducing utilization of Emergency Psychiatric Services (EPS), and improving the efficiency of bed use in the Barbara Arons Pavilion (BAP). Service delivery is anticipated to begin Fall 2016.

### **Criminal Justice Outpatient Services**

In FY 15-16, BHSD created and filled a new Division Director for Criminal Justice Mental Health Services. This position was designed to partner with the Division Director for Adult Services in SUTS. Working together, and in partnership with the County's Re-Entry Resource Center, Behavioral Health Courts, and Custody Mental Health, the BHSD team plans to expand outpatient and residential services to meet the needs of the growing, post-custody behavioral health population. In addition, BHSD participates in the Re-Entry Network's Jail Diversion and Behavioral Health Subcommittee, identifying services that will support individuals and reduce time in custody.

## Residential Care Facility Capacity

Santa Clara County faces a shortage of Residential Care Facilities (RCFs), which provide assisted living environments for individuals with mental health disorders and related conditions, often including physical health needs. In addition to housing, these individuals may require additional services to support living in the community. BHSD currently has contracts in place for a total of 234 RCF beds, under which it partially subsidizes the cost of RCF care for certain severely mentally ill clients through patch payments. These patch payments are designed to be short-term in nature, are not an entitlement, and are not provided by most counties. Even though BHSD provides these funds, there is an acute shortage of beds at licensed RCFs, due in large part to the high cost of housing in the County. To address this need, BHSD released a Request for Proposals and will secure enhanced services in FY 16-17.

## Unit-Based Teams

The Behavioral Health Call Center (BHCC) UBT identified workflow issues created by system capacity demands and launched a UBT to address these needs. The current improvement focus is to develop tools to identify capacity in real time. A second component of this UBT is to train Gateway staff on recognizing and handling crisis calls. The first BHCC UBT identified the need for a unified referral form, which staff developed and is currently testing for widespread implementation.

The Sunnyvale Primary Care Behavioral Health (PCBH) Center recently completed a UBT project focused on creating care pathways to ensure patients received the appropriate level of care and service. The UBT's focus was to implement care pathways between Adult Medicine and Behavioral Health to assure appropriate levels of service based on diagnosis and treatment needs. The medical and behavioral health teams worked together to analyze patient data and agree on care pathways that would guide returning patients to primary care for ongoing health support. High acuity patients were tracked and successfully transferred to specialty mental health.

A new UBT is currently underway and will continue to strengthen the relationships between the various working units within PCBH, with the overall aim of providing seamless care to clients. A second aim is to engage additional direct service providers in the UBT and invite them to identify areas of improvement.

## Performance Improvement Projects

The State's External Quality Review Organization (EQRO), a quality review body for County Mental Health Plans, requires BHSD to implement two performance improvement projects (PIPs) and to track improvement over time. BHSD identified the following PIPs:

**Improving Access for New Level 1 Clients** This PIP's goal was to develop a process to ensure that new Level 1 clients are engaged in follow-up outpatient services within five working days or seven calendar days. This project was designed to identify system changes that would assure that these clients received initial outpatient services in a timely manner. This standard is both clinically appropriate to assure all new Level 1 clients do not experience set-backs in their mental health status, as well as to meet Mental Health Plan contractual requirements. Early and timely access is a critical aspect to beginning work with clients and assuring they receive beneficial services when they are most in need of them. Launched early in 2015, this PIP was completed and its goal was met in January 2016.

**Demand, Capacity and Census Management** The second PIP is focused on increasing and managing capacity. The Mental Health System is currently serving over 18,000 individuals in outpatient services, or approximately 6% of the County's Medi-Cal beneficiaries. The current capacity of the system is estimated to be 12,000 individuals at any given time. Since the system capacity is not static, it is difficult to determine actual capacity on an ongoing basis, creating a challenge of matching services to needs with appropriate language, culture, geography and timeliness. The aim of this project is to develop:

- Routine use of demand, capacity and census data (by category of need) to support management of referrals and system-wide capacity.
- Improved tracking of call volume to predict demand based on historical trends/patterns.
- A standard communication approach regarding available capacity to support referrals.
- An online method to track demand, capacity and census that all providers can access in real-time.
- A method to track the number of clients that were referred to each particular program.
- Improved tracking of clients that are in an acute care setting and their discharge disposition.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Integrate the Behavioral Health Services Department	●	No change to services; the action integrates the financial operations of BHSD.	—	—	—
Transition Office of Supportive Housing to the County Executive's Office	◆	Transfer non-mental health services provided by the Office of Supportive Housing to the County Executive's Office.	(8.0)	(\$3,707,659)	—
Enhance Mental Health Services Act Financial Support	↑	Reallocate funding to reimburse SCVMC for new fiscal staff.	—	—	—
Create Behavioral Health Housing Division Director	↑	Add position to oversee supportive housing-related activities in BHSD.	1.0	\$176,566	(\$29,428)
Increase Institute for Mental Disease (IMD) Bed Capacity	↑	Add capacity to better meet client needs in IMD beds.	—	\$1,335,900	—
Add Acute Psychiatry Pay for Success Support	↑	Increase PFS support by adding staff and contract services.	1.0	\$1,132,634	(\$22,106)
Add Behavioral Health Board Support Position	↑	Add position to provide clerical services to Behavioral Health Board.	1.0	\$132,634	(\$22,106)
Add Adult Crisis Stabilization & Residential Services	↑	Add contract services to create a new Crisis Stabilization Unit and staff two new crisis residential facilities.	—	\$2,350,000	—
Expand Child Crisis Stabilization Services	↑	Add contract services to increase bed capacity at the Children's Crisis Stabilization Unit.	—	\$850,000	—
Add Quality Improvement Certification & Compliance Positions	↑	Add positions to support the implementation of the Drug Medi-Cal Waiver.	3.0	\$305,611	(\$50,935)
Expand Physician Coverage	↑	Increase staffing to consultation and treatment to children and clients with co-occurring symptoms.	0.5	\$155,518	(\$25,920)
Public Safety Realignment Program (AB 109)- Add Peer Mentor Positions in Behavioral Health	↑	Add resources to enhance the faith-based services at the Reentry Resource Center	2.0	\$171,142	—
AB 109- Add Rehab Counselor Positions in Behavior Health	↑	Add staff resources to enhance services provided by the Case Management/Treatment Program.	2.0	\$244,292	—
Add Vehicles to Support Client Outreach	↑	This action provides vehicles and related funding for client outreach and engagement.	—	\$84,000	\$54,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Enhance Services for Probation Department Juveniles	↑	This additional position will enhance services provided to clients served in by the Probation Department.	1.0	\$134,879	(\$22,480)
Delete Chronically Vacant Position	●	MHSA-funded computer literacy program will require Board action to be fully staffed when permanent location is determined.	(0.5)	—	—
Add Resources to Implement HealthLink	↑	This action adds staff resources to implement the Epic electronic health record system.	—	\$303,158	(\$50,526)
Implement HealthLink in Behavioral Health	↑	This project funds the implementation of the Epic electronic health record system in Behavioral Health.	—	—	\$1,693,304
Call Center Expansion to Cisco	↑	This project funds the integration of the Behavioral Health call centers.	—	—	\$300,000

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

### ● Integrate the Behavioral Health Services Department

**Recommended Action:** Reduce funding for positions and operations in the Mental Health Department and Substance Use Treatment Services Department and add those positions, funds, expenditures, revenues, and reimbursements to the newly created Behavioral Health Services Department (BHSD) budget unit.

**Service Impact:** The Board of Supervisors approved an integration plan to develop the Department of Behavioral Health Services in January 2014. This recommended action allows the financial pieces of the integration to be implemented, moving staff, funding, operations, etc. into a consolidated Budget Unit.

**Net Positions Added: 0.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing appropriations for revenues, reimbursements, and expenditures in BU 412 and BU 417 will be transferred to BU 415  
All positions in BU 412 and BU 417 will be transferred to BU 415

### ● Transition Office of Supportive Housing to the County Executive's Office

**Recommended Action:** This proposal deletes 8.0 FTE positions, net operating costs of \$10,731,820, and net revenues of \$7,024,161 currently budgeted in the BHSD. This action also adds an intra-county relationship between the Office of Supportive Housing (OSH) and the BHSD to reimburse the later for HUD-related position costs. This action is part of a two-part action that moves these activities into Budget Unit 168 - OSH.

**Service Impact:** This two-part action allows the non-mental health services component of the OSH to be managed in one budget unit that is concurrently being transferred to the County Executive's Office. There is no net fiscal impact from these actions, as all deletes in the BHSD budget are offset by additions in the OSH budget.

**Positions Deleted: 8.0 FTE**  
**Ongoing Net Savings: \$3,707,659**

Reduction in Revenues: \$6,769,976  
Reduction in Transfers In from AB 109 Fund: \$254,185  
Reduction in Expenditures: \$10,324,960  
Reduction in Intra-county Expense: \$33,076  
Reimbursement from OSH: \$373,784





## ↑ Enhance Mental Health Services Act Financial Support

**Recommended Action:** This recommendation transfers contract services budget to salaries without benefits to allow for the reimbursement of 1.0 FTE Senior Health Care Financial Analyst position at the Santa Clara Valley Medical Center (SCVMC) to provide financial support related to the Mental Health Services Act (MHSA).

**Service Impact:** This new position at SCVMC provides additional support for the financial management and tracking of the MHSA annual budget, ensuring that the funding aligns and complies with MHSA requirements and mandates. The FY 16-17 MHSA budget is approximately \$79 million, with funding distributed across roughly 150 programs in County settings and community organizations.

The County is required to develop an MHSA Plan every three years, and to provide an annual update on any program or financial changes or additions. An MHSA community stakeholder group participates in the planning process and reviews the MHSA Plan, which includes budgets for all programs and services. The lead and supporting Health Care Financial Analysts positions maintain the line item MHSA budgets and perform a wide variety of financial analyses and projections.

Santa Clara Valley Health and Hospital MHSA Finance positions are budgeted in the SCVMC budget and their time is labor distributed to BHSD. MHSA revenues fully reimburse BHSD for the cost of this position and are already included in the budget.

### Ongoing Net Cost: \$0

Ongoing cost in Salaries Without Benefits: \$143,274  
Ongoing savings in Services and Supplies: \$143,274

### One-time Net Savings: \$0

Salary savings reflecting time for recruitment: \$23,879  
One-time expenditures: \$23,879

## ↑ Create Behavioral Health Housing Division Director

**Recommended Action:** Add 1.0 FTE Division Manager position in the Behavioral Health Services Department to manage housing-related programs.

**Service Impact:** The addition of a new Division Manager position would serve as a the lead for housing-related items in the BHSD, as the Director of Homeless Systems, currently serving in that capacity, is being transitioned to the Office of Supportive Housing Budget Unit. Adding the position recognizes and reinforces the partnership between the OSH, the BHSD and the Health and Hospital System. The partnership is critical because many chronically homeless persons have co-occurring medical, substance abuse and mental health conditions and thus require highly coordinated housing, treatment and supportive services. Moreover, the partnership ensures that services leverage appropriate Medi-Cal funding and MHSA funding.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$176,566**

**One-time Savings: \$29,428**

Salary savings reflecting time for recruitment

## ↑ Increase Institute for Mental Disease Bed Capacity

**Recommended Action:** Allocate \$1.3 million in ongoing funding to increase Institute for Mental Disease (IMD) bed capacity by 15 beds.

**Service Impact:** Additional IMD beds will allow for transition of complex clients out of Barbara Arons Pavilion (BAP). This action will increase capacity for clients that need acute psychiatric services. BAP's total capacity is 48 beds, with an average of 10-15 clients a day waiting for placement in Napa State Hospital or sub-acute settings. The BAP population is increasingly complex; long-term clients frequently present with serious mental illness and significant medical needs, which are often combined with challenging behaviors. These clients can be extremely difficult to place in facilities or the community and require intensive discharge planning and care coordination with providers and family members. Clients remain in the hospital until a placement can be secured; in many situations, client length of stay extends to 60, 90 or 120 days.

There is currently no revenue available to offset the cost of an IMD bed. The current Medicaid IMD Exclusion prohibits the use of Federal Medicaid financing for care provided in mental health residential treatment facilities larger than 16 beds, resulting in an annualized cost of \$89,060 with no revenue offsets. By comparison,

the total cost of a BAP inpatient day is \$2,158, with \$828 in revenue. An administrative hospital day receives \$208 in revenue, costing the County more for clients that do not need this level of care. Given significant numbers of BAP beds are occupied by clients on administrative day status, moving these clients to IMD beds and filling the BAP beds with acute clients would improve revenue collections at BAP, which are currently performing under budget.

**Ongoing Cost: \$1,335,900**

### ↑ Add Acute Psychiatry Pay for Success Support

**Recommended Action:** Add 1.0 FTE Management Analyst position and \$1.0 million in ongoing funds to support the Acute Psychiatry Pay for Success (PFS) project.

**Service Impact:** The new position will serve as staff to coordinate the PFS project's planning and implementation processes; identify, track and ensure completion of assignments; manage logistics; and support communication between the County, Third Sector, and the service provider. Current staff resources are not sufficient to support the needs of the PFS project.

The recommended action also increases contractual services funding related to implementation of the PFS project, and recognizes related increases to Medi-Cal reimbursement.

The PFS Project will contribute to better health outcomes by engaging high-need mental health clients in community-based services, thereby reducing acute psychiatric hospital stays, unnecessary readmissions, and emergency psychiatric services, and improving their overall health and wellness. In addition, the PFS project is designed to reduce the overall cost of care for enrolled clients.

**Positions Added: 1.0 FTE**

**Ongoing Net Cost: \$1,132,634**

Ongoing cost for position and Contract Services: \$2,132,634

Ongoing Revenue: \$1,000,000

**One-Time Savings: \$22,106**

Salary savings reflecting time for recruitment

### ↑ Add Behavioral Health Board Support Position

**Recommended Action:** Add 1.0 FTE Management Analyst position to provide administrative support to the Behavioral Health Board (BHB).

**Service Impact:** This position will help to support the BHB's meetings and committee structure, which must comply with the Brown Act. The BHB Chair facilitates the monthly meeting and the Executive Committee meeting. BHB members convene and chair five additional committees: Family and Children, Adult, Older Adult, Minority Advisory, and System and Planning. Four of five committees meet monthly. The BHB has requested that the Family and Children Committee move to a monthly schedule; however existing staff cannot adequately manage the current committee workload. This additional position would allow staff to manage all BHB business and ensure compliance with the Brown Act.

**Positions Added: 1.0 FTE**

**Ongoing Net Cost: \$132,634**

**One-Time Savings: \$22,106**

Salary savings reflecting time for recruitment

### ↑ Add Adult Crisis Stabilization & Residential Services

**Recommended Action:** Allocate \$9.4 million ongoing funding to expand adult crisis stabilization and crisis residential services, and recognize \$7.0 million in Medi-Cal revenue and \$2.35 million in ongoing Measure A funds.

**Service Impact:** In 2014, the California Health Facilities Financing Authority (CHFFA) provided capital funding to Santa Clara County through a competitive grants process focused on improving access to and capacity for crisis services. The County plans to open the County's first Crisis Stabilization Unit (CSU) for adults 18 years of age and older, which will provide services just under 24 hours a day, 7 days a week. This allocation provides the staffing for the adult CSU.

Additionally, this allocation funds two 16-bed crisis residential facilities that will provide short-term residential services to support and stabilize clients and link them to the appropriate community services. These three facilities serve as the foundation for a community-

based crisis system, with the goal of reducing Psychiatric Emergency Services visits and maximizing engagement in the community.

**Ongoing Net Cost: \$2,350,000**

Ongoing Cost: \$9,357,031

Ongoing Revenue: \$7,007,031

Ongoing Measure A Block Grant: \$2,350,000

### ↑ Expand Child Crisis Stabilization Services

**Recommended Action:** Allocate \$2.0 million ongoing funding in support of increasing the capacity of the Children's Crisis Stabilization Unit (CSU), recognize \$1.1 million in Medi-Cal revenue and \$850,000 in ongoing Measure A funds.

**Service Impact:** The Children's CSU was launched in September 2014 to meet the crisis needs of children and families and to significantly reduce the number of children receiving services at Emergency Psychiatric Services (EPS). The CSU opened with seven beds, with the understanding that this was a new service and that the staff would need to carefully monitor and track demand and capacity. As community awareness of the CSU increases, so has demand for these services. This allocation increases the CSU capacity to 12 beds to meet the needs of children experiencing a mental health crisis.

When the unit is full, children must be transported and treated at EPS, which serves adults and is not an age-appropriate environment for children. Expanding the CSU to its full capacity of 12 beds will have a positive impact by enabling more children and families to receive services specifically designed to meet the needs of children from 5-17 years of age.

**Ongoing Net Cost: 850,000**

Ongoing Cost: \$1,992,223

Ongoing Revenue: \$1,142,223

Ongoing Measure A Block Grant: \$850,000

### ↑ Add Quality Improvement Certification & Compliance Positions

**Recommended Action:** Add 1.0 FTE Health Care Program Analyst II position and 2.0 FTE Office Specialist III positions to assist with the Drug Medi-Cal (DMC) Waiver.

**Service Impact:** With the expected implementation of the DMC Waiver in July 2016, the BHSD will be required to provide certification of all DMC providers that are connected with the DMC managed care system. Additionally, Utilization Management related work will increase significantly. These new responsibilities will add substantial new work assignments and additional administrative and data intensive work associated with the tracking, data monitoring, correspondence and filing of reports and documents with the providers and the California Department of Health Care Services.

The current BHSD Quality Improvement team is not adequately staffed to add an additional work unit to its existing responsibilities. The positions will manage system-wide utilization requirements, operate a managed care oversight system of regulations for the treatment system, provide the ongoing analysis of outstanding issues and interface with the provider network to resolve such issues in a timely manner. The additional resources will improve access for clients to receive substance use treatment services in a managed care system and reduce delay and cost of care to clients.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$305,611**

**One-Time Savings: \$50,935**

Salary savings reflecting time for recruitment

### ↑ Expand Physician Coverage

**Recommended Action:** Add 1.0 FTE Psychiatrist position and delete 0.5 FTE Psychiatrist position.

**Service Impact:** With the expected implementation of the Drug Medi-Cal Waiver in July 2016 the BHSD will be required to provide increased physician consultation and treatment to clients with co-occurring symptoms. Currently there is a 0.5 FTE position providing psychiatric consultation and treatment to clients not associated with the Mental Health division who do not meet the Seriously Mentally Ill category, thus they are not provide benefits. These clients, however, need assessment and treatment primarily for anxiety and depression that would otherwise compromise treatment if left untreated. Currently, the services are only provided to the adult population. Increasingly

youth present with similar symptoms and require treatment. The expansion of this position to a full-time code will allow for services in the youth system of care.

**Net Positions Added: 0.5 FTE**

**Ongoing Net Cost: \$155,518**

**One-Time Savings: \$25,920**

Salary Savings reflecting time for recruitment

### ↑ Public Safety Realignment Program (AB 109)- Add Peer Mentor Positions in Behavioral Health

**Recommended Action:** Add 2.0 FTE Mental Health Peer Support Worker positions to the Faith-Based Collaborative Team at the Reentry Resource Center.

**Service Impact:** AB109 provides funding to support the four Faith-Based Reentry Centers (FBRC) and a Management Analyst position for Behavioral Health Services to serve reentry clients within Santa Clara County. Specifically, the FBRC provides one-stop resource centers where clients are able to access reentry services, such as case management, housing, food assistance, clothing, and mentoring post-release; links individuals to spiritual support, mentorship and immediate and long-term resources and support for individuals and families as they return to the community from incarceration; and provides assistance to the faith community partners who voluntarily offer continued spiritual and aftercare support to released individuals and their families.

In order to enhance service linkages for the participants and begin the linkages to the FBRCs while the individual is in custody, two Mental Health Peer Support Worker positions are needed. The positions will provide support and navigation to community services for program participants by providing peer assistance and mentoring on a one-to-one basis. Under the supervision of the Behavioral Health Faith-Based Program Manager position, the new positions will assist with pre-release support and linkage to Faith-based Resource Centers and other community partners who provide community resources. This added support offers an unparalleled opportunity for both the County and

community based organizations to foster collaboration between law enforcement agencies, faith-based organizations and direct service providers.

**Positions Added: 2.0 FTE**

**Ongoing Net Cost: \$0**

Ongoing cost of \$171,142 is offset by a Transfer in from the AB 109 Fund

### ↑ AB 109- Add Rehab Counselor Positions in Behavioral Health

**Recommended Action:** Add 2.0 FTE Rehabilitation Counselor positions to support the Reentry Services Case Management/Treatment Program.

**Service Impact:** This AB 109 Reentry Services Case Management/Treatment Program 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 Probation Officer. The staff will determine the length of treatment and follow the client during their recovery services, closely monitoring the offenders for a period of one year. An emphasis will be on the seamlessness of service delivery, recognizing that AB 109 Mandatory Supervision (MS) and Post Release Community Supervision (PRCS) clients are likely to have difficulty coping with transitions and transitional periods of all kinds and are particularly vulnerable to re-offend during those situations.

By adding two additional Rehabilitation Counselor positions, AB 109 MS and PRCS clients will have access to individual and group counseling that will assist them with personal, employment, educational and social adjustment problems. In addition, the positions properly refer and link clients to the various mental health and non-outpatient substance abuse treatment programs.

This enhanced program offers an unparalleled opportunity for Probation Officers to refer AB 109 clients to a specialized program and establish formalized case conference with Behavioral Health Services and other services providers at the Reentry Resource Center.

**Positions Added: 2.0 FTE**

**Ongoing Net Cost: \$0**

Ongoing cost of \$244,292 if offset by a Transfer in from the AB 109 Fund

### ↑ Add Vehicles to Support Client Outreach

**Recommended Action:** Allocate \$54,000 for fixed asset acquisition of two vehicles and \$84,000 in ongoing support for five vehicles.

**Service Impact:** This action will allow staff in the BHSD working on Supportive Housing initiatives to perform home visits of housed clients, locate and engage clients in the community, and transport clients to appointments, shelter and/or housing opportunities, and homeless services, including food sources, workshops and other supportive services.

The need for vehicles was not included with the initial funding recommended by the Housing Task Force (HTF) and this action is in support of the HTF recommendations.

**Ongoing Cost: \$84,000**  
**One-Time Cost: \$54,000**

### ↑ Enhance Services for Probation Department Juveniles

**Recommended Action:** Add 1.0 FTE Marriage and Family Therapist (MFT) position to provide intensive services to avert youth from entering congregate care and assist the Child and Family Team (CFT) in the dual system assessment process.

**Service Impact/Background:** Adopted in January 2016, Assembly Bill 403 (AB 403), Foster Youth Continuum of Care Reform (CCR), redefines foster care in group homes and seeks to reduce the use of congregate care. While this is a foster care reform effort, this greatly impacts Probation departments across the State. Some core components of CCR include increases to services and support for youth to transition from congregate care into home-based family care with resource families. AB 403 transforms group homes into short-term residential treatment centers with certification, accreditation and treatment requirements. Another mandate of CCR is that a Child and Family Team (CFT) conduct a meeting to problem solve or assist in the determination of the best place for the youth to reside prior to any youth being placed into foster care.

In addition to determining the model by which this occurs and other logistical protocols, the MFT position will serve as facilitator for this process. A similar process

also occurs within the Dually Involved Youth Unit; therefore, the MFT position can assist with CFT's that occur within the Dually Involved Youth Unit as part of the dual system assessment process.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$134,879**

**One-Time Savings: \$22,480**

Salary savings reflecting time for recruitment

### ● Delete Chronically Vacant Position

**Recommended Action:** Delete 0.5 FTE Mental Health Peer Support Worker that has been chronically vacant for more than two years.

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above positions are recommended for deletion and will generate a net savings Countywide.

There is no anticipated service impact as a result of this deleted position. The BHSD will request to add a different position and recognize MHSA funding once a permanent location has been determined for the MHSA-funded Computer Literacy Center.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget

**Positions Deleted: 0.5 FTE**

**Ongoing Net Cost: \$0**

Ongoing Savings: \$42,784

Ongoing reduction in Transfers in from MHSA: \$42,784

### ↑ Add Resources to Implement HealthLink

**Recommended Action:** Increase reimbursement to SCVMC to fund 2.0 FTE Epic Report Writer II positions to support HealthLink implementation in BHSD.

**Service Impact:** The BHSD does not presently have an operational electronic health record system. Although HealthLink is not explicitly designed for use in the BHSD setting, its implementation in the BHSD will support multidisciplinary assessments, diagnosis management, centralized service scheduling, State reporting, referrals, bed management, medication management, alerts, service recording, and billing. It will also ensure consistent patient care, and ease support and integration with other HealthLink modules across the SCVHHS. The two report writer positions will assist in implementation of the electronic health record system.

**Ongoing Cost: \$303,158**  
**One-time Savings: \$50,526**  
 Ongoing Reimbursement to SCVMC: \$303,158  
 One-time salary savings reflecting time for recruitment

**↑ Implement HealthLink in Behavioral Health**

**Recommended Action:** Increase one-time project allocation to support the implementation of HealthLink in the BHSD. An electronic health record system to support multidisciplinary assessments, diagnosis management, centralized service scheduling, State reporting, referrals, bed management, medication management, alerts, service recording and billing.

Behavioral Health in the Custody Settings will be going live on HealthLink in 2016 and 2017, in a phased approach.

This project is one of the County’s Information Technology Capital Projects for FY 16-17. For a full description of this project, see the County Executive’s Recommendations in the Information Services Department (ISD).

**One-time Cost: \$1,693,304**

**↑ Call Center Expansion to Cisco**

**Recommended Action:** Increase one-time project allocation to support the migration of the Mental Health Call Center to the Cisco ACD platform. This action will enable integration with the Substance Use Treatment System and SCVMC’s Valley Connection platforms, improving coordination of care and customer satisfaction.

This project is one of the County’s Information Technology Capital Projects for FY 16-17. For a full description of this project, see the County Executive’s Recommendations in the ISD.

**One-time Cost: \$300,000**

**Behavioral Health Services Department— Budget Unit 415  
 Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
0412	Mental Health Department	\$ 332,935,207	\$ 386,510,981	\$ 424,784,930	\$ 432,682,993	\$ 46,172,011	11.9%
0417	Department of Alcohol and Drug Services	47,693,670	52,179,088	53,316,739	53,966,874	1,787,786	3.4%
<b>Total Net Expenditures</b>		<b>\$ 380,628,878</b>	<b>\$ 438,690,069</b>	<b>\$ 478,101,668</b>	<b>\$ 486,649,866</b>	<b>\$ 47,959,798</b>	<b>10.9%</b>



**Behavioral Health Services Department— Budget Unit 415**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
0412	Mental Health Department	\$ 338,616,517	\$ 391,791,417	\$ 430,435,582	\$ 438,707,429	\$ 46,916,011	12.0%
0417	Department of Alcohol and Drug Services	49,727,162	54,885,059	59,084,990	59,735,125	4,850,066	8.8%
<b>Total Gross Expenditures</b>		<b>\$ 388,343,679</b>	<b>\$ 446,676,476</b>	<b>\$ 489,520,571</b>	<b>\$ 498,442,553</b>	<b>\$ 51,766,078</b>	<b>11.6%</b>

**Behavioral Health Services Department— Budget Unit 415**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 70,163,825	\$ 83,678,651	\$ 88,700,806	\$ 88,804,462	\$ 5,125,811	6.1%
Services And Supplies	313,081,167	362,645,666	400,467,606	409,231,932	46,586,267	12.8%
Fixed Assets	2,029,354	—	—	54,000	54,000	n/a
Operating/Equity Transfers	3,069,333	—	—	—	—	—
Reserves	—	352,159	352,159	352,159	—	—
<b>Total Gross Expenditures</b>	<b>\$ 388,343,679</b>	<b>\$ 446,676,476</b>	<b>\$ 489,520,571</b>	<b>\$ 498,442,553</b>	<b>\$ 51,766,078</b>	<b>11.6%</b>
Expenditure Transfers	(7,714,801)	(7,986,407)	(11,418,903)	(11,792,687)	(3,806,280)	47.7%
<b>Total Net Expenditures</b>	<b>\$ 380,628,878</b>	<b>\$ 438,690,069</b>	<b>\$ 478,101,668</b>	<b>\$ 486,649,866</b>	<b>\$ 47,959,798</b>	<b>10.9%</b>

**Behavioral Health Services Department— Budget Unit 415**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
0412	Mental Health Department	\$ 251,774,514	\$ 291,006,230	\$ 295,243,653	\$ 297,497,104	\$ 6,490,874	2.2%
0417	Department of Alcohol and Drug Services	23,615,852	23,032,276	23,658,142	23,902,434	870,158	3.8%
<b>Total Revenues</b>		<b>\$ 275,390,365</b>	<b>\$ 314,038,506</b>	<b>\$ 318,901,795</b>	<b>\$ 321,399,538</b>	<b>\$ 7,361,032</b>	<b>2.3%</b>



## Behavioral Health Services Department— Budget Unit 415

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 4,168,480	\$ 4,208,710	\$ 4,321,490	\$ 3,146,490	\$ (1,062,220)	-25.2%
Other Financing Sources	155,434,058	190,884,356	191,733,015	191,851,480	967,124	0.5%
Aid From Government Agencies - Federal	110,674,549	106,834,164	109,817,777	117,423,706	10,589,542	9.9%
Aid From Government Agencies - State	5,113,278	12,111,276	13,029,513	8,977,862	(3,133,414)	-25.9%
<b>Total Revenues</b>	<b>\$ 275,390,365</b>	<b>\$ 314,038,506</b>	<b>\$ 318,901,795</b>	<b>\$ 321,399,538</b>	<b>\$ 7,361,032</b>	<b>2.3%</b>

## Mental Health Department — Cost Center 0412

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	451.1	\$ 386,510,981	\$ 291,006,230
Board Approved Adjustments During FY 2016	11.0	32,208,650	7,951,448
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,537,587	—
IntraCounty Adjustments	—	642,345	(530,590)
Other Adjustments	—	2,885,366	(3,183,435)
<b>Subtotal (Current Level Budget)</b>	<b>462.1</b>	<b>\$ 424,784,930</b>	<b>\$ 295,243,653</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 881,614	\$ (125,827)
Decision Packages			
Delete ChronicallyVacant Positions	-0.5	(42,784)	—
Transition Office of Supportive Housing to CEO	-8.0	(10,324,960)	(6,769,976)
Add Adult Crisis Stabilization & Residential Services	—	9,357,031	7,007,031
Add Acute Psych Pay for Success Support	1.0	2,110,528	1,000,000
Expand Child Crisis Stabilization Services	—	1,992,223	1,142,223
Add Behavioral Health Board Support Position	1.0	110,528	—
Public Safety Realignment (AB109) Add two Peer Mentors	2.0	171,142	—
Create Behavioral Health Housing Division Director	1.0	147,138	—
Add Vehicles to Support Client Outreach	—	54,000	—
Increase Institute for Mental Disease Bed Capacity	—	1,335,900	—
Enhance Services for Probation Department Juveniles	1.0	112,399	—
Enhance Mental Health Services Act Financial Support	—	—	—
Information Technology			
Implement Healthlink in Behavioral Health Services	—	1,693,304	—
Mental Health Call Center Expansion to Cisco	—	300,000	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-2.5</b>	<b>\$ 7,898,063</b>	<b>\$ 2,253,451</b>
<b>Recommended Budget</b>	<b>459.6</b>	<b>\$ 432,682,993</b>	<b>\$ 297,497,104</b>



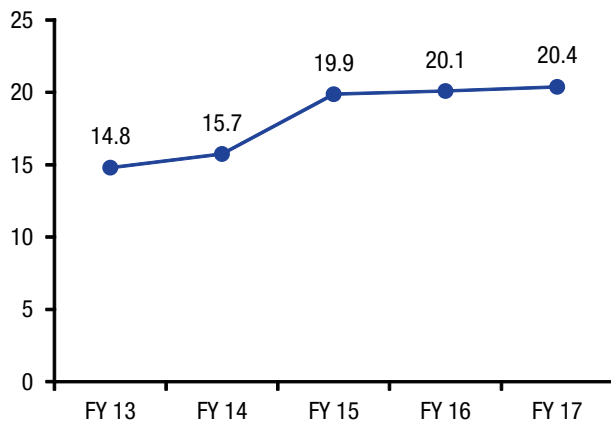
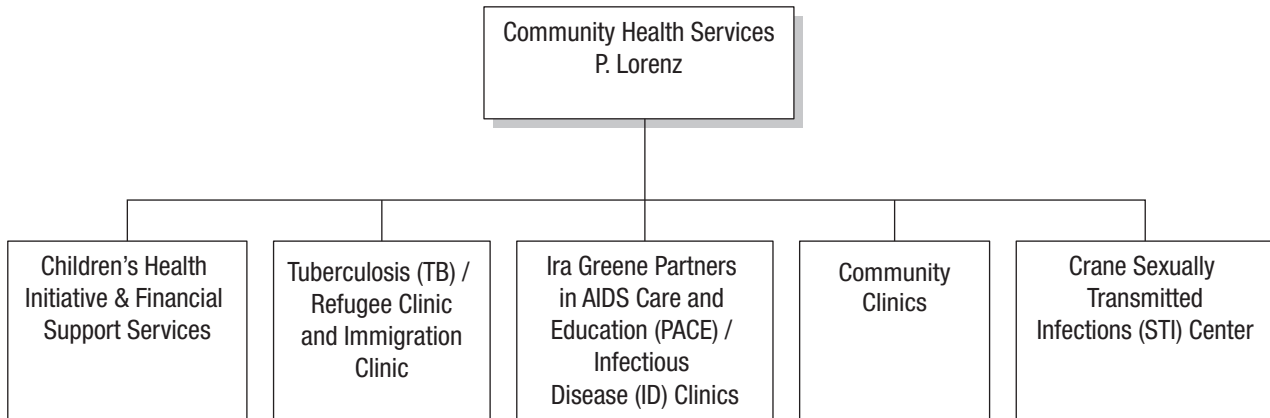


**Department of Alcohol and Drug Services — Cost Center 0417**  
**Major Changes to the Budget**

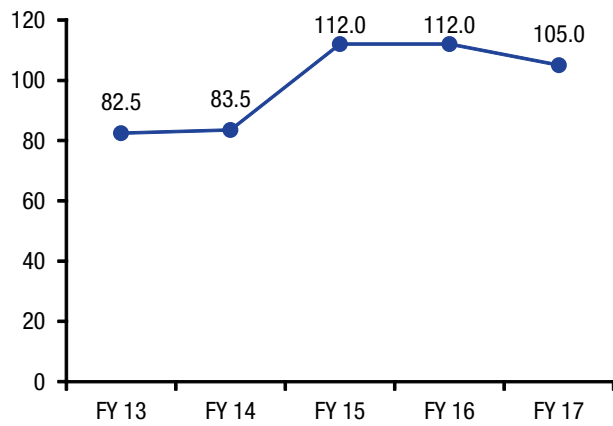
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	173.0	\$ 52,179,088	\$ 23,032,276
Board Approved Adjustments During FY 2016	—	275,380	417,563
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	932,888	—
IntraCounty Adjustments	—	(71,078)	113,191
Other Adjustments	—	461	95,112
<b>Subtotal (Current Level Budget)</b>	<b>173.0</b>	<b>\$ 53,316,739</b>	<b>\$ 23,658,142</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 21,569	\$ 244,292
Decision Packages			
Add QI Certification & Compliance Positions	3.0	254,676	—
Expand Physician Coverage	0.5	129,598	—
Public Safety Realignment (AB109) Add two Rehab Counselors	2.0	244,292	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.5</b>	<b>\$ 650,135</b>	<b>\$ 244,292</b>
<b>Recommended Budget</b>	<b>178.5</b>	<b>\$ 53,966,874</b>	<b>\$ 23,902,434</b>



# 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: 1) Financial Support Services (FSS), which increases access to health care services for County residents and revenue for health care services provided by the Santa Clara Valley Health & Hospital System (SCVHHS) by enrolling children, adults and seniors in appropriate public health insurance programs; 2) Ambulatory Public Health Clinics (PHC), which provide health assessments and treatments for residents with HIV, and/or Tuberculosis (TB); and 3) Community Clinics (CC), which provides financial support to system partners to assist the County in fulfilling the County's Welfare Institutions Code Section.

### Financial Support Services

Financial Support Services (FSS) staff in the Patient Access Department assist County residents in applying for a number of coverage and insurance programs. Staff is mainly funded by programs such as Medi-Cal Administrative Activities (MAA). In addition, the FSS staff's successful outreach and enrollment of clients positively affects the Santa Clara Valley Medical Center (SCVMC), as well as the Public Health, and Behavioral Health Services departments' finances. As more clients are converted from uninsured to insured, services provided can be billed to a third party instead of solely

using the County's General Fund to fund the services. This is also the case for community-based organizations that serve publicly insured patients, as enrolled patients can also seek care at those locations.

### Ambulatory Public Health Clinics

Community Health Services includes three clinics: The Ira Greene Partners in AIDS Care and Education (PACE) Clinic, the TB/Refugee Clinic, and the new Crane Sexually Transmitted Infections (STI) Center. The PACE Clinic provides comprehensive HIV/AIDS services, including medical, psychiatric and licensed clinical social work counseling, nutrition, health education, medical case management, and more. The funding for these services is primarily through Federal and State grants (~75%), which require a Maintenance of Effort in continuing County funding. PACE Clinic is also the general Infectious Disease Clinic for the system serving SCVMC patients.

Currently embedded in the PACE clinic, the Infectious Disease Clinic provides treatment for a wide range of infections that arise from exposure to infectious diseases, or that follow organ transplantation and other surgical procedures. The primary services include antibiotic therapy, bone and joint infections, central

nervous system infections including meningitis, fungal infections, infections associated with medical devices and procedures, meningitis with specialty in Coccidioidomycosis Meningitis treatment, Neurosyphilis, Osteomyelitis, Pneumonia, and Sepsis.

The TB Clinic receives grant funding through TB Control and the State Refugee Health Branch, and is a Federal Qualified Health Center site. TB services require a richer mix of staff than a primary care clinic because of the communicable disease risk and a greater need for compliance in treatment to protect the public's health. The TB Clinic also provides the Refugee Health Assessment for newly arriving refugees.

The Crane STI Center opened in November 2013, providing low-cost screening and treatment for STIs. Services can be anonymous or confidential by patient's choice. This clinic is a collaborative effort between Ambulatory and Community Health Services and the Public Health Department.

### **Community Clinics**

SCVMC has an extensive and supportive network of community partners who share the same mission as the SCVMC and are important partners in the health care safety net. Collaborations with community clinics are already taking place to transform health centers and align care teams with a Patient-Centered Medical Home, provide patient navigator services, conduct outreach and enrollment, and increase primary care access for uninsured patients.

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## **Current and Emerging Issues**

### **PACE Clinic - HIV/AIDS and Infectious Disease Management**

The PACE Clinic has had Ryan White HIV/AIDS Program funding for more than 20 years. The Program is administered by the U.S. Department of Health and Human Services (HHS), Health Resources and Services Administration (HRSA), HIV/AIDS Bureau. Over the years, the Program has become much more stringent in reporting requirements and reduced in funding. There is an increase in co-infection with TB, syphilis, and Hepatitis C among PACE Clinic patients, all of which negatively impact maintenance of optimal health for those infected with HIV. The Clinic has implemented standard protocols to aggressively screen for these diseases and identify comorbidity early.

During the past few years, over 300 Ryan White Program eligibility patients have either transitioned to Medi-Cal with Affordable Care Act, or obtained regular health care coverage through Covered California. These changes have reduced the Ryan White Program funding to the Clinic.

The epidemic continues to rise in the county, with a year-to-year increase of over 3% in the combined number of people living with HIV/AIDS. Similar increase is also seen in new cases reported in the last few years. PACE Clinic routinely revisits workflows to

improve efficiency and access to care. Another care barrier that the Clinic experiences is the disproportionate impact of HIV on the homeless population. To address this issue, PACE clinic partners with the Valley Healthcare Homeless Program (VHHP), and designates a medical social worker on-site to assist patients.

Since its operation, the Infectious Disease clinic has seen growing demand. It is currently is staffed with multiple providers to continue improve access and health outcomes.

### **Performance Improvement/Unit Based Teams**

There are a couple of teams in various stages of their performance improvement activities.

The PACE Clinic revised various workflows to improve efficiency and ensure MyHealthOnline messages are followed up in a timely manner.

The PACE Clinic staff works closely and collaboratively with medical staff to continue to improve patient care.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Reduce Patient Access Revenue and Vacant Positions	↓	Reduce financial counseling services relating to access to public and private health insurance programs	(6.0)	—	—
Delete Chronically Vacant Position	●	No impact on services as the position has been vacant	(1.0)	(\$102,999)	—

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

#### ↓ Reduce Patient Access Revenue and Vacant Positions

**Recommended Action:** Eliminate 6.0 FTE vacant Senior Health Services Representative positions in the Patient Access department and the revenue that previously supported the positions.

**Service Impact:** The Senior Health Service representative positions provided financial counseling services to assist County clients to access public and private health insurance programs. These activities were eligible for federal reimbursement through Medi-Cal Administrative Activity (MAA) claiming, outreach grants and the Coverage Initiative at different points in time. The Coverage Initiative revenue was eliminated with the January 1, 2014 implementation of Medi-Cal Expansion. The positions to be deleted have been held vacant for several years due to the change in revenue to support these efforts.

**Positions Deleted: 6.0 FTE**  
**Ongoing Net Savings: \$0**

Savings from the deleted positions (\$586,056) is completely offset by a deletion in revenue

#### ● Delete Chronically Vacant Position

**Recommended Action:** Delete 1.0 FTE Public Health Community Specialist position that has been chronically vacant for more than two years.

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis

of the circumstances related to each vacancy, the above position is recommended for deletion and will generate a net savings Countywide.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget

**Positions Deleted: 1.0 FTE**  
**Ongoing Net Savings: \$102,999**

### Community Health Services— Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4181	School Linked Svcs Fund 0001	\$ 14,055	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	5,977,699	7,690,480	8,102,282	7,419,523	(270,956)	-3.5%
4183	Partners in AIDS Care & Education Fund 0001	3,215,430	3,775,645	4,093,424	4,096,445	320,800	8.5%
4184	TB Refugee Clinic Fund 0001	3,539,440	3,764,826	3,844,685	3,847,635	82,809	2.2%
4185	Community Clinics Fund 0001	3,856,489	3,630,695	3,790,519	3,790,654	159,959	4.4%
4186	ACHS STD Clinic at Lenzen - Fund 0001	0	1,432	17,743	17,743	16,311	1,139.1%
<b>Total Net Expenditures</b>		<b>\$ 16,603,112</b>	<b>\$ 18,863,078</b>	<b>\$ 19,848,654</b>	<b>\$ 19,172,001</b>	<b>\$ 308,923</b>	<b>1.6%</b>

### Community Health Services— Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4181	School Linked Svcs Fund 0001	\$ 14,055	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	5,977,699	7,690,480	8,102,282	7,419,523	(270,956)	-3.5%
4183	Partners in AIDS Care & Education Fund 0001	4,040,962	4,735,972	4,943,751	4,946,772	210,800	4.5%
4184	TB Refugee Clinic Fund 0001	3,726,609	3,946,432	4,026,291	4,029,241	82,809	2.1%
4185	Community Clinics Fund 0001	3,856,489	3,630,695	3,790,519	3,790,654	159,959	4.4%
4186	ACHS STD Clinic at Lenzen - Fund 0001	84,018	178,791	195,102	195,102	16,311	9.1%
<b>Total Gross Expenditures</b>		<b>\$ 17,699,832</b>	<b>\$ 20,182,370</b>	<b>\$ 21,057,946</b>	<b>\$ 20,381,293</b>	<b>\$ 198,923</b>	<b>1.0%</b>

### Community Health Services— Budget Unit 418 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 11,346,796	\$ 12,865,371	\$ 13,558,242	\$ 12,869,187	\$ 3,816	0.0%
Services And Supplies	6,353,036	7,316,999	7,499,704	7,512,106	195,107	2.7%
<b>Total Gross Expenditures</b>	<b>\$ 17,699,832</b>	<b>\$ 20,182,370</b>	<b>\$ 21,057,946</b>	<b>\$ 20,381,293</b>	<b>\$ 198,923</b>	<b>1.0%</b>
Expenditure Transfers	(1,096,720)	(1,319,292)	(1,209,292)	(1,209,292)	110,000	-8.3%
<b>Total Net Expenditures</b>	<b>\$ 16,603,112</b>	<b>\$ 18,863,078</b>	<b>\$ 19,848,654</b>	<b>\$ 19,172,001</b>	<b>\$ 308,923</b>	<b>1.6%</b>



### Community Health Services— Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	\$ 1,441,604	\$ 1,914,094	\$ 1,914,094	\$ 1,225,039	\$ (689,055)	-36.0%
4183	Partners in AIDS Care & Education Fund 0001	1,452,858	1,421,073	1,421,073	1,421,073	—	—
4184	TB Refugee Clinic Fund 0001	1,731,496	2,381,443	2,381,443	2,381,443	—	—
<b>Total Revenues</b>		<b>\$ 4,625,958</b>	<b>\$ 5,716,610</b>	<b>\$ 5,716,610</b>	<b>\$ 5,027,555</b>	<b>\$ (689,055)</b>	<b>-12.1%</b>

### Community Health Services— Budget Unit 418 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 373,097	\$ 734,878	\$ 734,878	\$ 434,878	\$ (300,000)	-40.8%
Aid From Government Agencies - Federal	1,220,864	1,394,532	1,394,532	1,108,476	(286,056)	-20.5%
Other Financing Sources	1,455,435	1,393,759	1,393,759	1,290,760	(102,999)	-7.4%
Charges For Services	1,576,561	2,193,441	2,193,441	2,193,441	—	—
<b>Total Revenues</b>	<b>\$ 4,625,958</b>	<b>\$ 5,716,610</b>	<b>\$ 5,716,610</b>	<b>\$ 5,027,555</b>	<b>\$ (689,055)</b>	<b>-12.1%</b>

### Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	64.5	\$ 7,690,480	\$ 1,914,094
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	390,436	—
IntraCounty Adjustments	—	40,456	—
Other Adjustments	—	(19,089)	—
<b>Subtotal (Current Level Budget)</b>	<b>64.5</b>	<b>\$ 8,102,282</b>	<b>\$ 1,914,094</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 6,296	\$ (102,999)
Decision Packages			
Delete ChronicallyVacant Positions	-1.0	(102,999)	—



**Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
BU418 Reduce Patient Access Revenue & Vacant Positions	-6.0	(586,056)	(586,056)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-7.0</b>	<b>\$ (682,759)</b>	<b>\$ (689,055)</b>
<b>Recommended Budget</b>	<b>57.5</b>	<b>\$ 7,419,523</b>	<b>\$ 1,225,039</b>

**Partners in AIDS Care & Education Fund 0001 — Cost Center 4183**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	24.5	\$ 3,775,645	\$ 1,421,073
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	225,643	—
IntraCounty Adjustments	—	100,571	—
Other Adjustments	—	(8,435)	—
<b>Subtotal (Current Level Budget)</b>	<b>24.5</b>	<b>\$ 4,093,424</b>	<b>\$ 1,421,073</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3,021	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,021</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>24.5</b>	<b>\$ 4,096,445</b>	<b>\$ 1,421,073</b>

**TB Refugee Clinic Fund 0001 — Cost Center 4184**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	22.0	\$ 3,764,826	\$ 2,381,443
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	67,397	—
IntraCounty Adjustments	—	14,324	—
Other Adjustments	—	(1,862)	—
<b>Subtotal (Current Level Budget)</b>	<b>22.0</b>	<b>\$ 3,844,685</b>	<b>\$ 2,381,443</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,950	\$ —





**TB Refugee Clinic Fund 0001 — Cost Center 4184**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,950</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>22.0</b>	<b>\$ 3,847,635</b>	<b>\$ 2,381,443</b>

**Community Clinics Fund 0001 — Cost Center 4185**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	1.0	\$ 3,630,695	\$ —
Board Approved Adjustments During FY 2016	—	112,628	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,891	—
IntraCounty Adjustments	—	815	—
Other Adjustments	—	24,490	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 3,790,519</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 135	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 135</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 3,790,654</b>	<b>\$ —</b>

**ACHS STD Clinic at Lenzen - Fund 0001 — Cost Center 4186**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 1,432	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,432)	—
Other Adjustments	—	17,743	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 17,743</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —



**ACHS STD Clinic at Lenzen - Fund 0001 — Cost Center 4186**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	— \$	— \$	—
<b>Recommended Budget</b>	— \$	17,743 \$	—



# Children's Health Initiative

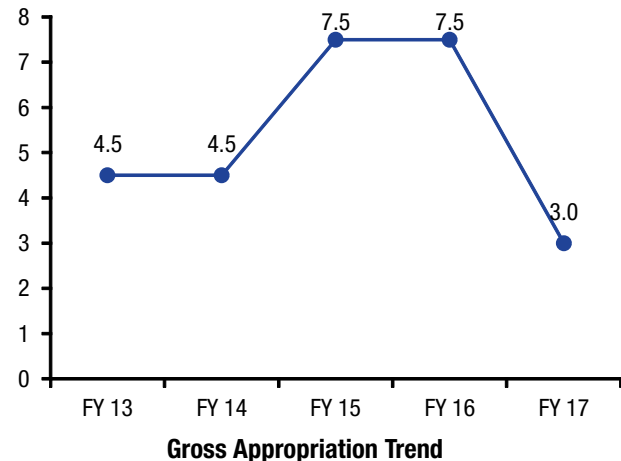
## Overview

The Santa Clara County Board of Supervisors approved the creation of the Children's Health Initiative (CHI) in 2000. The goal of CHI has been to provide comprehensive health, dental and vision coverage for 100% of the uninsured children in Santa Clara County whose families earn 300% of the federal poverty level (FPL) or below. To meet this goal, CHI established significant program principles:

- Every child in Santa Clara County shall have real access to regular health care as a result of being insured.
- No uninsured child who is a resident of Santa Clara County and whose parents earn at or below 300 percent of the federal poverty level shall be turned away from receiving health coverage.
- The outreach plan shall become a model program within the State of California, with elements that include education of families on the appropriate use of benefits and the health care system, and improvement of enrollment retention.

A key component in the development and success of the CHI was the creation of the Healthy Kids product, which allowed all low-to-moderate income families to access health coverage for their children. Healthy Kids provides a health coverage option for families whose income or status preclude them from enrolling in Medi-Cal. Since the first child applied for Healthy Kids in 2001, nearly 220,000 children have been assisted in enrolling for Medi-Cal and Healthy Kids. As of March 2016, there were 4,128 children enrolled in Healthy Kids. When the CHI was created, 2/3 of the 71,000 uninsured children in the county were eligible for government programs but had not enrolled. This has decreased significantly; now there are only an estimated 9,000 uninsured children in Santa Clara County representing all income levels.

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 fundraising 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.

Between 2006 and 2013, this program drew 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). With the expansion of Covered California and the federal exchange, new requirements were established for C-CHIP match, which precluded our ability to draw down the funds.

## Program Expansion and Changes

In 2013, the Board of Supervisors approved expanding the program to cover all eligible children in families earning up to 400% FPL. In 2014, the Board of Supervisors allocated an additional \$3 million a year from the 2012 voter-approved 1/8 cent sales tax increase (Measure A) which would cover an additional 3,000 children in families earning 300 to 400% FPL. On January 1, 2015, Valley Kids was launched which provides health care services to uninsured children age 0 to 19 for families with incomes between 300% and 400% FPL, who are not eligible for Medi-Cal or Covered California and who are Santa Clara County residents. Valley Kids is administered by Valley Health Plan, and

services are provided by Santa Clara Valley Medical Center (SCVMC), SCVMC's Valley Health Centers, and other Valley Kids Network community clinics. The implementation of Valley Kids was the first phase of a multi-phase effort to transition Healthy Kids from a government-regulated insurance product to a locally controlled coverage program that would be designed to serve the most vulnerable children who are ineligible for other coverage programs. As of March 2016, there were two children enrolled in Valley Kids; community education and outreach will be a priority for the year.

An important change is underway with children previously enrolled in Covered California who are C-CHIP eligible. In February 2016, the State Department of Health Care Services notified families in the 200- 350% FPL group enrolled in Covered California that their children are no longer eligible for subsidies, informing them that their children are C-CHIP eligible. Outreach is underway to these families explaining Healthy Kids and offering to convert their children's coverage. Around 900 children could be moved into the Healthy Kids program by June 2016.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Healthy Kids	◆	Reduce funding to the Children's Health Initiative Healthy Kids Program by \$3,000,000 from \$6,000,000 to \$3,000,000.	—	(3,000,000)	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ◆ Healthy Kids

**Recommended Action:** Reduce funding to the Children's Health Initiative Healthy Kids Program by \$3,000,000 from \$6,000,000 to \$3,000,000.

**Service Impact/Background:** The Healthy Kids 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% or less of the Federal poverty level. Prior to FY 13-14 this program received \$3 million per year from Tobacco Settlement funds and covered families whose

income was up to 300% of the Federal poverty level. In FY 13-14, 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.

Subsequent to the passage of the Affordable Care Act, more California children have been able to acquire health insurance through Medi-Cal. As a result, enrollment in the Healthy Kids Program has been declining even though the criteria to receive coverage has not changed. Current trends indicated that the \$3,000,000 of Tobacco Settlement funds will be sufficient to fund this program in FY 16-17.

### Healthy Children— Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6112	Healthy Children Fund 0012	\$ 3,655,195	\$ 7,500,000	\$ 6,000,000	\$ 3,000,000	\$ (4,500,000)	-60.0%
<b>Total Net Expenditures</b>		<b>\$ 3,655,195</b>	<b>\$ 7,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ (4,500,000)</b>	<b>-60.0%</b>



### Healthy Children— Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6112	Healthy Children Fund 0012	\$ 3,655,195	\$ 7,500,000	\$ 6,000,000	\$ 3,000,000	\$ (4,500,000)	-60.0%
<b>Total Gross Expenditures</b>		<b>\$ 3,655,195</b>	<b>\$ 7,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ (4,500,000)</b>	<b>-60.0%</b>

### Healthy Children— Budget Unit 612 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 3,655,195	\$ 7,500,000	\$ 6,000,000	\$ 3,000,000	\$ (4,500,000)	-60.0%
<b>Total Net Expenditures</b>	<b>\$ 3,655,195</b>	<b>\$ 7,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ (4,500,000)</b>	<b>-60.0%</b>

### Healthy Children— Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6112	Healthy Children Fund 0012	\$ 6,011,473	\$ 7,500,000	\$ 6,000,000	\$ 3,000,000	\$ (4,500,000)	-60.0%
<b>Total Revenues</b>		<b>\$ 6,011,473</b>	<b>\$ 7,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ (4,500,000)</b>	<b>-60.0%</b>

### Healthy Children— Budget Unit 612 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 11,473	\$ —	\$ —	\$ —	\$ —	—
Aid From Government Agencies - Federal	—	1,500,000	—	—	(1,500,000)	-100.0%
Other Financing Sources	6,000,000	6,000,000	6,000,000	3,000,000	(3,000,000)	-50.0%
<b>Total Revenues</b>	<b>\$ 6,011,473</b>	<b>\$ 7,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ (4,500,000)</b>	<b>-60.0%</b>

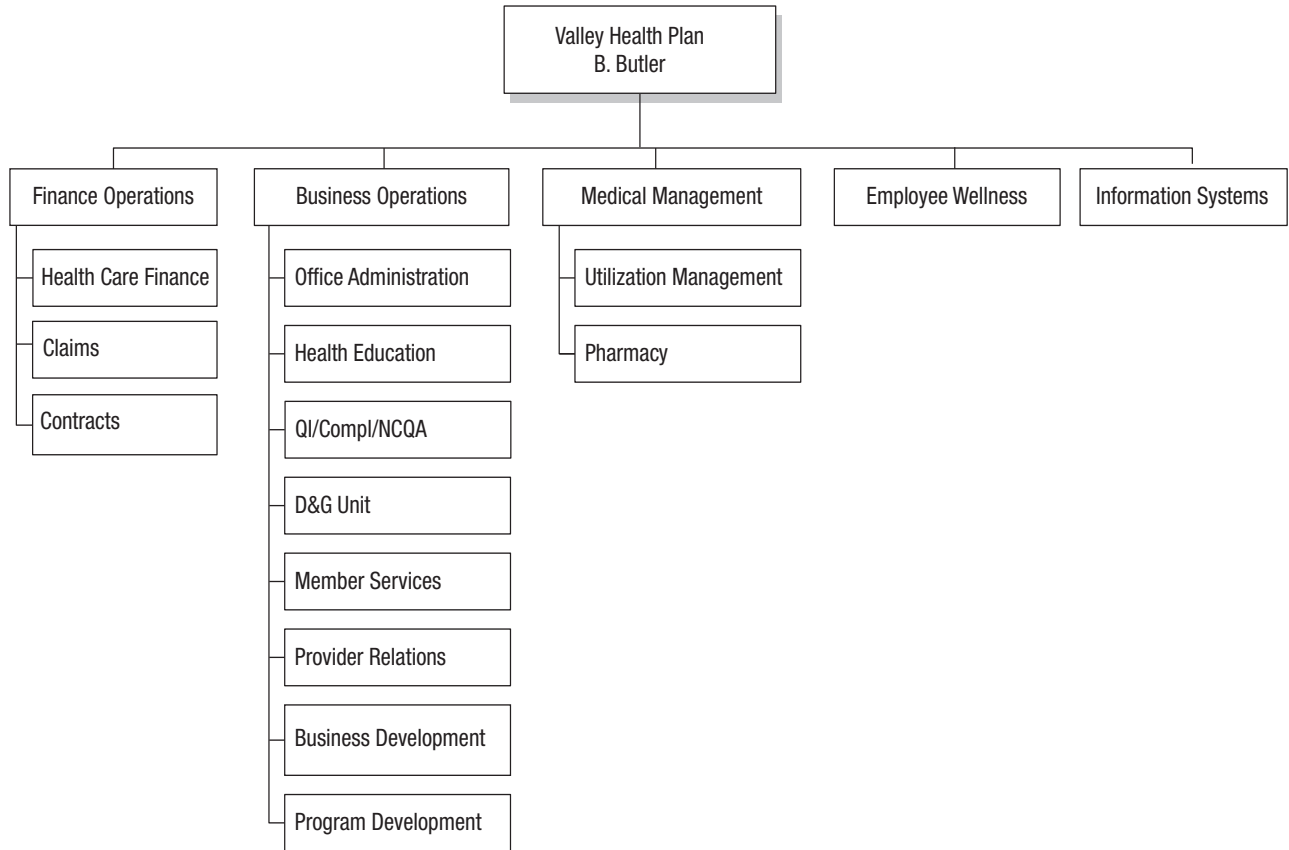


**Healthy Children Fund 0012 — Cost Center 6112**  
**Major Changes to the Budget**

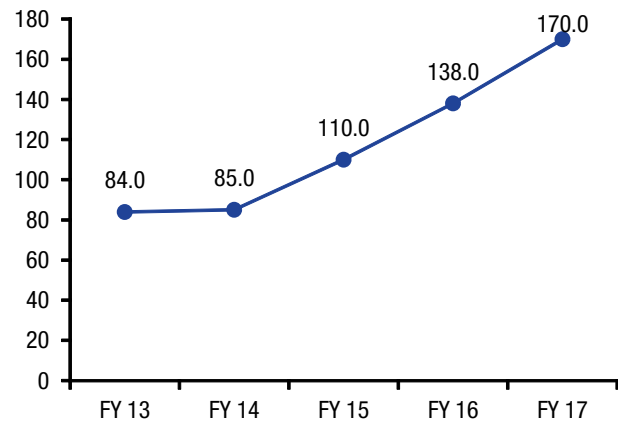
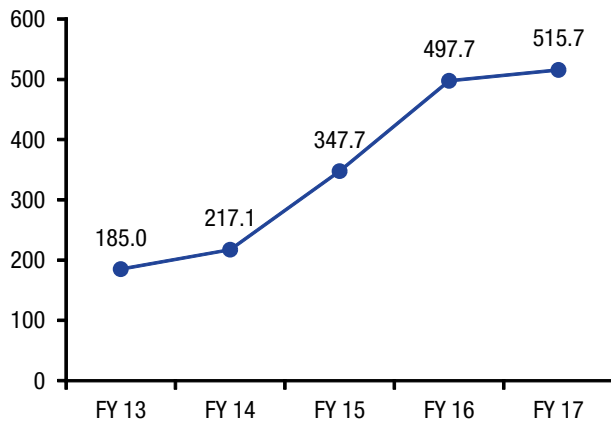
	Positions	Appropriations	Revenues
<b>0012-Childrens Health Initiative (Fund Number 0012)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 7,500,000	\$ 7,500,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(1,500,000)	(1,500,000)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	(3,000,000)
Decision Packages			
Primary Care Access Program	—	(3,000,000)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,000,000)</b>	<b>\$ (3,000,000)</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>



# Valley Health Plan



Section 4: Santa Clara Valley Health and Hospital System



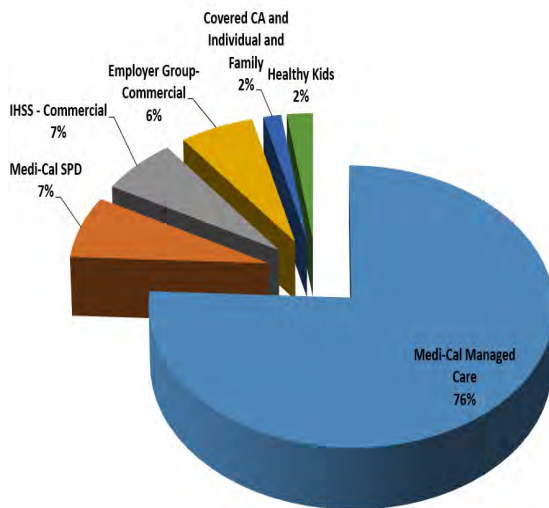
## Public Purpose

- ➔ 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 2016, VHP manages more than 160,000 lives across several product lines as indicated in the following graph:



**Valley Health Plan Enrollment by Product Line as of February 2016**

In FY 15-16, the growth in Medi-Cal enrollment continued to increase, although at a slower rate than what VHP has seen in past years. Due to the slower rate and a projected rate decrease for the Medi-Cal Expansion members in FY 16-17, for the first time in

recent years, VHP will be projecting a revenue reduction. The current enrollment is approximately 160,000 members and is projected to remain flat for the rest of FY 16-17.

VHP is now in the third year as a Qualified Health Plan offering individual insurance coverage through Covered California. This line of business is also expected to stay flat in membership enrollment in FY 16-17 at a projected average membership of 2,200 members over the course of the year.

Valley Health Plan currently offers commercial HMO insurance to employees of Santa Clara County, In-Home Supportive Services (IHSS) workers, Valley Medical Center Foundation, Santa Clara County Fairgrounds, and Sourcewise. 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.

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. New coverage programs such as the Primary Care Access Program are also being administered by VHP.

## Current and Emerging Issues

Last year, Valley Health Plan was granted full accreditation for the next three years from the National Committee for Quality Assurance (NCQA). Covered California Issuers must have NCQA accreditation in order to participate in the Exchange market. There are many requirements to maintain this accreditation including compliance and regulatory thresholds that must be met. In an effort to maintain this accreditation and to seek out potential additional opportunities for recognition through accreditations with other affiliations, VHP will be seeking additional operational support.

VHP has recognized the need for new resources in both technical and organizational areas and will continue to request staffing to better align with industry benchmarks. The Core System Implementation is already creating benefits and efficiencies. As VHP continues with the optimization phase of the Core System Implementation project, there are current resource gaps due to the transition of resources from one phase to the next. It is anticipated that positions for configuration and business operations will be requested in the future as these positions will continue to address resource gaps once the final phase of the implementation is completed.

The Employee Wellness Department has been a part of Valley Health Plan for the last four fiscal years and it has experienced growth and program development under VHP's wing during that time. For FY 16-17, Wellness will be experiencing stabilization efforts in order to sustain the current program by creating a more robust employee program. These developments will pave the way for future sustainability of the Employee Wellness Department, if this program were to move out of Valley Health Plan.

Finally, development of Medicare Advantage products and/or Medicare risk delegations from other health plans remain under consideration. The experience VHP has gained through implementing Covered California has given us many reasons to look forward to another new venture with a new product. The lessons VHP has

learned thus far from Covered California will be applicable to the implementation of Medicare Advantage and other products in the future.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Revenue and Expenditure Adjustment	●	Reduce budgeted revenue and expenditures based on changes in rates and membership.	—	\$4,642,933	—
Staffing Adjustments	↑	Add positions to support VHP operations in the areas of Quality Management, Pharmacy, Utilization Management, Claims, Contracts, Provider Relations, Marketing, and Member Services.	17.0	\$1,870,520	(\$311,753)
Establish the Primary Care Access Pilot Program	↑	Increase expenditures within the Valley Health Plan budget for the Primary Care Access Program (PCAP).	—	\$1,680,000	—
Employee Wellness Augmentaion	↑	Add 1.0 FTE Graphic Designer II/I, funding to create a Wellness Coordinator position, and increase Services and Supplies to enhance the Employee Wellness Department.	1.0	\$466,004	(\$17,835)

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

### ◆ Revenue and Expenditure Adjustments

**Recommended Action:** Reduce budgeted revenues by \$8,574,480 and expenditures by \$3,931,487. Modifications are based on changes in rates and membership in varying lines of business.

**Service Impact:** The budgeted revenue reductions will not impact current service levels. The net revenue and expense reduction is a result of the following changes to the following lines of business:

- Commercial Employer Group - projections of membership remain flat based on FY 15-16 enrollment experience and rate increases for each employer group range between 4.1% to 5% due to changes in medical costs and utilization for each group.
- Delegated Line of Business - projections of membership remain flat based on FY 15-16 enrollment experience and rate changes are expected to have a negative impact on delegated Medi-Cal revenue for FY 16-17. The rate for the Medi-Cal Expansion members (MCE) are projected to decrease by 8%. Although there is an expected increase of 2% in the

rate for Medi-Cal Seniors and Persons with Disabilities, this population is much smaller than the MCE membership and will not fully offset the rate reduction.

In addition, this recommendation includes an increase in Administrative expenses of \$3,636,094.

**Ongoing Net Cost: \$4,642,933**  
 Reduction in Revenue: \$8,574,480  
 Reduction in Expense: \$3,931,487  
 Use of Fund Balance: \$4,642,933

### ↑ Staffing Adjustments

**Recommended Action:** Add 17.0 FTE positions to support VHP operations in the areas of Quality/Compliance Management, Pharmacy, Utilization Management, Claims, Contracts, Provider Relations, Marketing, and Member Services.

#### Summary of Position Changes

Class	Description	FTE
B5Y	Health Care Program Analyst	1.0
R2S	Pharmacy Data Specialist - VHP	1.0
<b>Total</b>		<b>17.0</b>



## Summary of Position Changes

Class	Description	FTE
S19	Utilization Review Coordinator - VHP	1.0
V10	Assistant Claims Manager	1.0
D4M	VHP Claims Examiner	3.0
B3N	Program Manager II	3.0
D09	Office Specialist III	5.0
B25	VHP Member Services Rep	2.0
<b>Total</b>		<b>17.0</b>

**Service Impact:** The recommended positions are in direct member impact services and will be used to bring and sustain service levels up to the mandated requirements.

A Health Care Program Analyst I position is recommended for Quality/Compliance to meet and maintain on-going accreditation standards for an NCQA Health Plan as well as assist in potential future accreditation requirements. The position will conduct a variety of analytical and statistical studies and surveys for accreditation requirements.

A Pharmacy Data Specialist position is recommended to work on reporting requirements for Covered California and the Individual and Family Plan. Since these products are individual lines of business, reporting is complex and has many components including eligibility and enrollment, individual premium payments, delinquency, retroactive terms, and reconciliation. These reporting requirements ensure that VHP correctly transmits data to the Pharmacy Benefit Manager (PBM). This information is integral to proper management of the pharmacy benefit.

A Utilization Review Coordinator position is recommended to assist members that either decline to participate or have limitations that prevent them from participating in the Standard Case Management Program. In addition, this position will assist in the transition of outsourced Complex Case Management from an external vendor to Valley Health Plan.

This recommendation will add 3.0 additional Claims Examiners positions as well as an Assistant Claims Manager position. The addition of Claims Examiners positions is due to the increase in the claims volume of 27% from 1.1 million claims to about 1.4 million since FY 14-15. An additional Assistant Claims Manager position is necessary to help with supervisory

responsibilities and to ensure day-to-day operations and compliance standards are completed which will improve efficiencies in the Claims Department.

The Member Services department has started the transition into a Customer Services department supporting both members and providers. This transition has lessened the burden on the Claims and Provider Relations departments from being the first line of defense to customer inquiries and allows more time to conduct their operational work. Two VHP Member Services Representative positions are recommended to add resources to the Customer Services department.

This recommendation will add three Program Manager II positions in various departments to ensure program management resources match organizational management requirements. The level of operational complexity in many departments across Valley Health Plan has increased over the last few years. Additional regulatory and reporting requirements and new lines of business have created the need for more robust program management requirements.

Five Office Specialist positions are recommended to provide additional administrative support. As staffing in VHP continues to grow to address operational functionality and service level delivery, appropriate support staff is requested to support the goals of VHP.

**Positions Added: 17.0 FTE**

**Ongoing Cost: \$1,870,520**

**One-time Savings: \$311,753**

Salary Savings reflecting time for recruitment

### ↑ Establish the Primary Care Access Pilot Program

**Recommended Action:** Increase funding to VHP by \$1,680,000 in ongoing Measure A funds to establish a Coverage Initiative pilot program known as the Primary Care Access Program (PCAP) to improve health care access for low income adults in Santa Clara County.

**Service Impact:** On November 3, 2015 the Board established a pilot program to improve health care access and outcomes for an estimated 5,000 low income adult residents of Santa Clara County. The goal of the program is to move a portion of the County's uninsured



population into a more comprehensive system of coverage than is currently available so these residents can benefit from preventive health care.

**Total Ongoing Cost: \$1,680,000**  
Offset by an increase in Measure A Funding

### ↑ Employee Wellness Augmentation

**Recommended Action:** Add 1.0 FTE Graphic Designer II/I position, allocate \$133,992 to fund the addition of one new position in FY 16-17, and increase Services and Supplies to enhance the Employee Wellness Department (EWD). The specific job classifications for the new position is to be determined by the Employee Service Agency Human Resources Department (ESA-HR).

**Service Impact:** A Graphic Designer position is recommended to effectively and continuously market and promote Employee Wellness services and activities. In addition, the creation of a wellness coordinator position is necessary as a representative of the EWD for daily interactions with employees by supporting the department and team members in developing, implementing, evaluating, and analyzing prevention work site wellness activities, campaigns, events and initiatives.

An increase in Services and Supplies is recommended for additional fitness classes to allow more employees to access desired classes, as well as implement emotional wellness and resiliency classes.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$466,004**  
**One-time Savings: \$17,835**

Salary Savings reflecting time for recruitment  
Offset by reimbursement from Special Programs

### Valley Health Plan— Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
7259	VHP-Employee Wellness Program-F0380	\$ (409,832)	\$ (85,159)	\$ (81,578)	\$ (81,077)	4,082	-4.8%
072501	Valley Health Plan Group Fund 0380	486,759,045	494,049,930	512,071,246	511,394,986	17,345,057	3.5%
<b>Total Net Expenditures</b>		<b>\$ 486,349,213</b>	<b>\$ 493,964,771</b>	<b>\$ 511,989,669</b>	<b>\$ 511,313,910</b>	<b>\$ 17,349,139</b>	<b>3.5%</b>

### Valley Health Plan— Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 916,415	\$ 1,214,841	\$ 1,218,422	\$ 1,667,092	452,251	37.2%
072501	Valley Health Plan Group Fund 0380	489,479,863	496,681,875	514,703,191	514,026,931	17,345,057	3.5%
<b>Total Gross Expenditures</b>		<b>\$ 490,396,278</b>	<b>\$ 497,896,716</b>	<b>\$ 515,921,614</b>	<b>\$ 515,694,024</b>	<b>\$ 17,797,308</b>	<b>3.6%</b>



### Valley Health Plan— Budget Unit 725 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 14,135,283	\$ 19,224,856	\$ 22,084,048	\$ 23,865,984	\$ 4,641,128	24.1%
Services And Supplies	476,212,442	478,671,860	493,837,566	491,828,040	13,156,180	2.7%
Fixed Assets	48,553	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 490,396,278</b>	<b>\$ 497,896,716</b>	<b>\$ 515,921,614</b>	<b>\$ 515,694,024</b>	<b>\$ 17,797,308</b>	<b>3.6%</b>
Expenditure Transfers	(4,047,065)	(3,931,945)	(3,931,945)	(4,380,114)	(448,169)	11.4%
<b>Total Net Expenditures</b>	<b>\$ 486,349,213</b>	<b>\$ 493,964,771</b>	<b>\$ 511,989,669</b>	<b>\$ 511,313,910</b>	<b>\$ 17,349,139</b>	<b>3.5%</b>

### Valley Health Plan— Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
072501	Valley Health Plan Group Fund 0380	\$ 489,181,387	\$ 493,946,579	\$ 508,415,029	\$ 501,520,549	\$ 7,573,970	1.5%
	<b>Total Revenues</b>	<b>\$ 489,181,387</b>	<b>\$ 493,946,579</b>	<b>\$ 508,415,029</b>	<b>\$ 501,520,549</b>	<b>\$ 7,573,970</b>	<b>1.5%</b>

### Valley Health Plan— Budget Unit 725 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 366,928	\$ 300,000	\$ 300,000	\$ 300,000	—	—
Aid From Government Agencies - Federal	2,051	—	—	—	—	—
Charges For Services	487,862,486	493,646,579	508,115,029	499,540,549	5,893,970	1.2%
Other Financing Sources	908,098	—	—	1,680,000	1,680,000	n/a
Revenue From Other Government Agencies	41,824	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 489,181,387</b>	<b>\$ 493,946,579</b>	<b>\$ 508,415,029</b>	<b>\$ 501,520,549</b>	<b>\$ 7,573,970</b>	<b>1.5%</b>



### VHP-Employee Wellness Program-F0380 — Cost Center 7259 Major Changes to the Budget

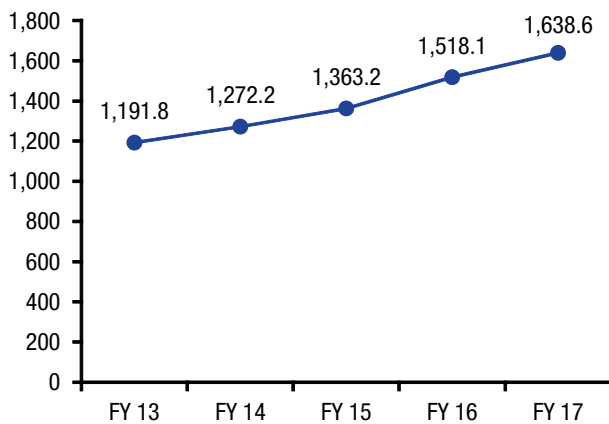
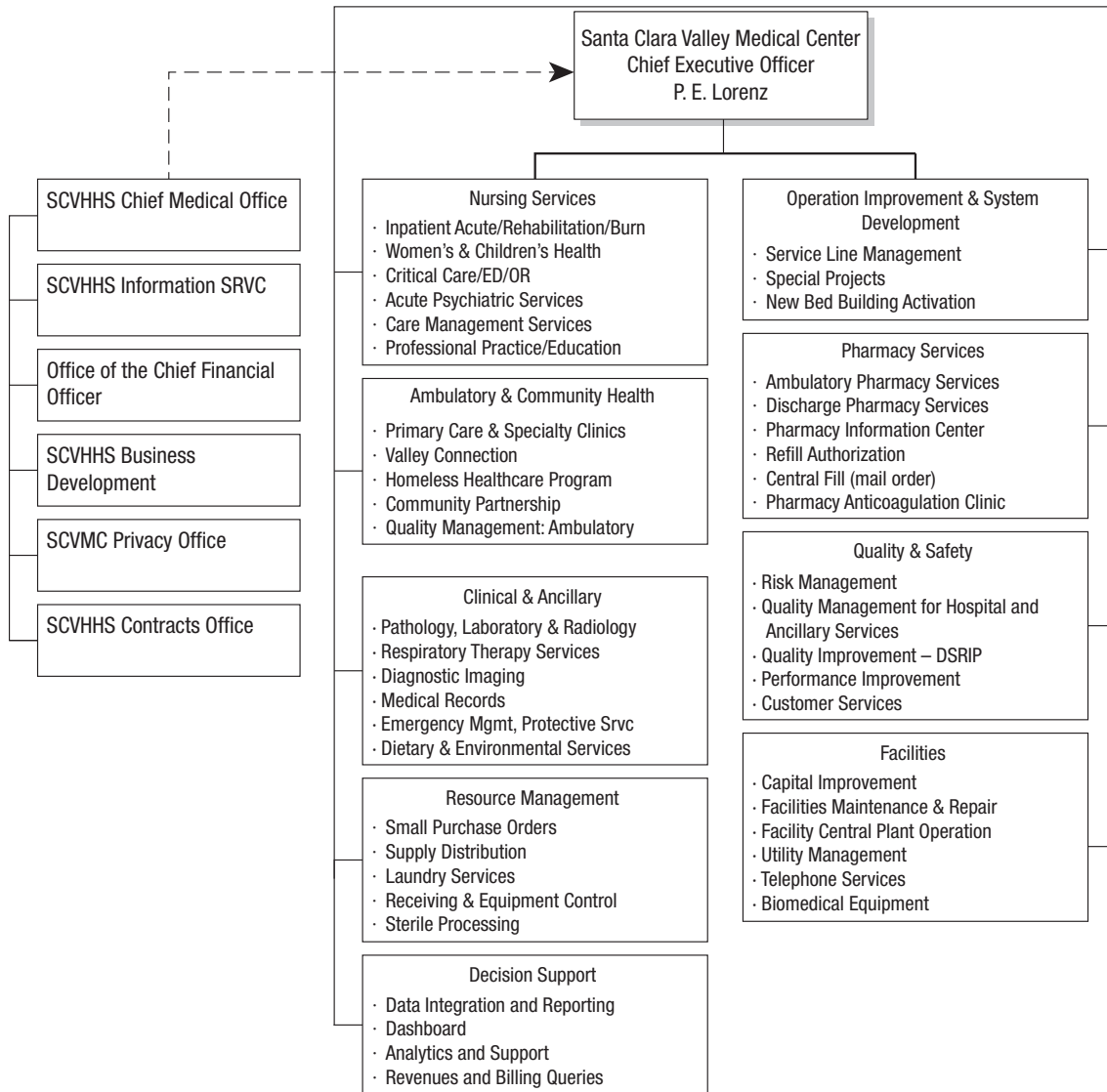
	Positions	Appropriations	Revenues
<b>0380-VHP-Valley Health Plan (Fund Number 0380)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ (85,159)	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,068	—
IntraCounty Adjustments	—	(3,487)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ (81,578)</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 501	\$ —
Decision Packages			
Employee Wellness Augmentation	1.0	—	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 501</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ (81,077)</b>	<b>\$ —</b>

### Valley Health Plan Group Fund 0380 — Cost Center 072501 Major Changes to the Budget

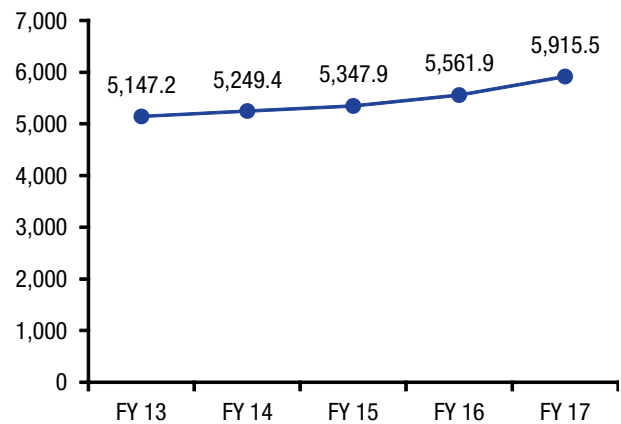
	Positions	Appropriations	Revenues
<b>0380-VHP-Valley Health Plan (Fund Number 0380)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	133.0	\$ 494,049,930	\$ 493,946,579
Board Approved Adjustments During FY 2016	14.0	15,758,477	14,468,450
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	459,521	—
IntraCounty Adjustments	—	1,819,471	—
Other Adjustments	—	(16,152)	—
<b>Subtotal (Current Level Budget)</b>	<b>147.0</b>	<b>\$ 512,071,246</b>	<b>\$ 508,415,029</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 16,460	\$ 1,680,000
Decision Packages			
Revenue and Expenditure Adjustments	—	(3,931,487)	(8,574,480)
Primary Care Access Program	—	1,680,000	—
Staffing Adjustments	17.0	1,558,767	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>17.0</b>	<b>\$ (676,260)</b>	<b>\$ (6,894,480)</b>
<b>Recommended Budget</b>	<b>164.0</b>	<b>\$ 511,394,986</b>	<b>\$ 501,520,549</b>



# Santa Clara Valley Medical Center



**Gross Appropriation Trend**



**Staffing Trend**

Funded FTEs

Section 4: Santa Clara Valley Health and Hospital System



## Public Purpose

- ➔ **Provide quality healthcare for all persons in Santa Clara County regardless of their individual ability to pay.**



## Description of Major Services

Santa Clara Valley Medical Center (SCVMC) is a fully integrated and comprehensive public health care delivery system, which was founded in 1876. Serving as the largest health care safety net provider in Santa Clara County, SCVMC operates a 574-bed tertiary care hospital and ten ambulatory care clinics, supported by four medical and dental mobile units, providing an extensive array of health care services. A newly constructed clinic, Valley Health Center (VHC) Downtown, will be added to the clinic network in June 2016 to support the Downtown San Jose region and surrounding communities. SCVMC is a Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center, with nationally recognized Burn and Rehabilitation Centers, a state-of-the-art ambulatory specialty center, renal care center, and the only acute inpatient psychiatric unit in Santa Clara County. SCVMC provides a full range of health services, including ambulatory care, behavioral health, comprehensive adult and pediatric specialty services, the highest level Neonatal Intensive Care Unit, Pediatric Intensive Care Unit, women's health, comprehensive hematology/oncology services, and other critical health care services for all residents of Santa Clara, regardless of socioeconomic status.

SCVMC has over 6,000 employees; among them are 350 physicians who train 170 Residents and Fellows per year as a Graduate Medical Education provider. Also, nursing and the allied health professionals train many of the

licensed professionals who graduate from local colleges and universities. Innovative therapies and research, such as stem cell research and brain cooling, are just a few examples of clinical leadership at work. In addition, SCVMC clinical leaders regularly host regional conferences in areas such as neonatal, trauma and burn care. These clinicians also provide care throughout the medical center, in the ambulatory clinics throughout the County, and serve as an ambulatory specialty provider - crucial for serving the safety net population of underserved, uninsured and Medi-Cal population.

Many of the programs and services provided by SCVMC are unique in the region and have received professional recognition, both regionally and nationally. SCVMC provides the full spectrum of care in areas such as primary care, pediatric care and women's health, as well as specialty care including the Sobrato Cancer Center in the Valley Specialty Center and the Renal Dialysis Center. As a specialty provider, SCVMC is a Level 1 Adult Trauma Center and regional Burn Center. SCVMC's accredited Rehabilitation Center is well known for specialized care in spinal cord and traumatic brain injury and California Children Services certified Neonatal and Pediatric Intensive Care Units.

Some unique services provided at SCVMC include:



- Language interpretation for the diverse population across the Santa Clara Valley Health & Hospital System (SCVHHS) health delivery system. Many patients across the system receive care utilizing the SCVMC interpreters.
- Medical expertise and consultation to ambulances throughout the county as a base-station hospital.
- Regional care as an American College of Surgeons verified Burn Center serving adults and children.
- Emergency care to the largest number of patients in Santa Clara County. SCVMC has approximately 65,000 Emergency Department visits and serves 41,000 people in its Express Care annually.

## Current and Emerging Issues

### California's Medicaid Waiver Renewal

California's "Medi-Cal 2020" Medicaid Waiver presents new opportunities as SCVMC moves forward over the next 5 years. SCVMC's focus for FY 16-17 and beyond will be to protect the gains already made, utilizing better information, delivering more integrated care, making smarter investments, and delivering higher performance.

### Public Hospital Redesign and Incentives in Medi-Cal (PRIME)

Projects include:

- Outpatient Delivery System Transformation
- Targeted High Risk or High Cost Population Management
- Resource Utilization Efficiency

To succeed in accessing these funds and succeed in transforming the way healthcare is delivered will require SCVMC to:

- Become patient-centered, data-driven, and team-based
- Provide high-quality, integrated care across the continuum
- Improve health management of the populations served
- Strengthen our ability to thrive under risk-based, value based, and alternative payment models (APMs)

### Global Payment Program (GPP)

GPP combines the Disproportionate Share Hospital (DSH) allotment and Safety Net Care Pool (SNCP) and will continue to shift funding support for the uninsured

populations towards value, not volume of care provided, focusing on outpatient interventions, and utilization of the most cost effective care approaches. Emphasis will be on providing the right care, in the right place, at the right time.

### Whole Person Care

Integrated community based care for targeted vulnerable high utilizing populations.

This will require:

- Improved integration between county agencies and community based organizations, health plans, and providers
- Reduction in high cost emergency department and inpatient utilization
- Improved data collection and data sharing across the care delivery system
- An emphasis on managing the population's health

SCVMC FY 16-17 strategic priorities address these issues and help position the system for continued growth and innovation in the years ahead.

### Economic Changes Related to Healthcare

Most of the changes associated with the Affordable Care Act (ACA) implementation which includes Medi-Cal Expansion (MCE) and participation in Covered California have taken place.

SCVMC's goal is to grow covered lives to 400,000, retain current market share as well as grow market share in commercial, Medicare, and other third party payer populations.

Reimbursements from all sources will continue to decrease over the next 5 years, and will require significant effort by SCVMC to improve the system

efficiency to reduce costs, while challenging SCVMC to provide better customer service, and the highest quality care to continue to grow market share in today's competitive market.

### Access to Care

Healthcare consumers will continue to have greater choice in determining where and how they receive their healthcare, and competition for these healthcare consumers will continue. Focus for the coming year will be on ensuring existing members, who now have a choice in selecting a provider, retain SCVMC as their provider.

To maintain growth in this competitive market, it will be critical to grow our referral base and build our network by expanding SCVMC's primary care capacity, specialty services, and inpatient hospital capacity, both through internal workflow and efficiency improvements, and through increased partnerships, both within the Health and Hospital System and with community based organizations and providers.

### Infrastructure

Building the necessary infrastructure to allow SCVMC to grow its healthcare delivery network is integral to expanding capacity to meet our healthcare consumers' needs. A number of initiatives are underway that will provide expanded infrastructure in FY 16-17 which are discussed below.

### Downtown Clinic

The Downtown Clinic is expected to be operational in June of 2016. This 60,000 square foot clinic will offer a comprehensive approach to community care by offering:

- Primary Care and Behavioral Health services, addressing mental health, as well as drug and alcohol programs across the continuum of care.
- Specialty access, designed to meet the needs of a community significantly impacted by chronic disease
- Diabetes management, expanding the program supported by advanced practice providers

- Pediatric specialties including Psychiatry, Pediatric Healthy Lifestyle Center, and Medical Legal Partnership

The Downtown Clinic will also include an innovative Downtown Community Resource Center (DCRC) in collaboration with Gardner Family Health Network. The DCRC was created to promote the development of patient centered point of access through a patient navigation model.

### Women's and Children's Health (WCH).

Focus on this service line began in FY 15-16, and during this time SCVMC has seen an increase in births of about 1.5% over prior years, and a 2% increase in acute pediatric admissions. Efforts for FY 16-17 are targeted to continue these growth rates. Pediatric rehabilitation patient census has increased 200% over prior years, and the focus for FY 16-17 will be to maintain this higher census.

An early part of the WCH service line focus was the organization's commitment to support breastfeeding mothers and to become a designated Baby Friendly (BF) hospital through Baby-Friendly USA. The BF initiative validates SCVMC's commitment to families who choose to breastfeed their newborns and strives to improve optimal infant nutrition through education and lactation support. SCVMC has progressed rapidly through the four phases of becoming a BF designated facility and is now in the 3rd phase. Focused efforts to help ensure that SCVMC primary care clinic maternity patients deliver at SCVMC Hospital, has resulted in a sustained improvement in retention of patients from 85% to 98%.

Service line focus for FY 16-17 includes continued work to enroll prenatal patients in Comprehensive Perinatal Services Program (CPSP). This Medi-Cal carve-out provides additional funding support for at least 10 extra prenatal visits for education and risk assessments. Ninety percent of the approximately 3,400 mothers who delivered at SCVMC last calendar year qualified for CPSP; however, only 512 women completed this program, so there is significant opportunity to enroll more patients.

Work is also underway for FY 16-17 toward Commission on Accreditation of Rehabilitation Facilities (CARF) certification for the Pediatric Rehabilitation program. This will align with the adult rehabilitation program which is currently CARF

certified. CARF recognition is important to distinguish the program's quality and is an important designation for many payers.

### **Sobrato Pavilion - Bed Building 1**

Construction continues on the Sobrato Pavilion, which will provide 168 replacement beds including intensive care, rehabilitation and transitional/acute-care units. The Pavilion is expected to open during the second half of calendar year 2017.

### **Additional Infrastructure Projects:**

**Emergency Department:** Expansion plans are in the design phase and will nearly double capacity to more than 50 beds.

**Burn Center:** Expanding capacity from currently 8 beds to 12 beds with 4 step down beds.

**Urgent Care Expansion:** Urgent care services will be expanded at the Gilroy, Sunnyvale, and East Valley clinics, providing improved access for patients in these communities.

**HealthLink Electronic Health Records:** In January 2016, SCVMC was recognized as having achieved Stage 6 of the Healthcare Information and Management Systems Society (HIMSS) Analytics Electronic Medical Record (EMR) Adoption Model, a designation held by only 27% of hospitals in the United States. It is SCVMC's intent to reach HIMSS Stage 7 in early calendar year 2017. This achievement will result in the true sharing, information exchange and immediate delivery of patient data to improve process performance, quality of care and safety.

The SCVHHS Information Services' HealthLink implementation staff is moving towards implementation of the HealthLink 2015 upgrade that will improve the reliability, productivity and efficiencies of HealthLink, which will provide more flexibility to increase services to meet the ongoing needs of staff, clinicians and our patients.

The HealthLink Team will be launching many new projects to enhance our HealthLink implementation, and is actively working on HealthLink Wave 3, which will be delivered in two phases. Phase 1 includes OpTime (Surgery), Anesthesia, Radiant (Radiology), Clinical Case Management, Infection Control (IC) and Kaleidoscope (Ophthalmology). Each of those modules are in various stages of implementation but are on

target to all go live in February 2017. Phase 2 includes Nurse Triage and Wisdom (Dental). Those projects have not launched yet and are targeted to go live in May 2017.

**Center for Leadership and Transformation (CLT):** The CLT continues to play a strong role in the ongoing work to improve the hospital's inpatient flow and capacity, as well as improving specialty access, care coordination, quality of care, and population health.

Since the inception of the CLT Rapid Transformation process, the Patient Flow team has achieved a number of milestones to help manage a growing patient census. Primary focus has been in the Med/Surg patient areas where SCVMC has experienced a 66% rise in the Average Daily Census (ADC) since 2012, contributing to an overall increase of more than 18% for all service lines during that same period. A few notable achievements include:

- The initiation of Multidisciplinary Rounds (MDR) in January 2013.
- A decrease in physician admit turnaround times from 120 to 70 minutes from 2014 to 2015.
- Improvements in therapy services turnaround times.
- Promoting a culture of mobility, including training nearly 200 staff in Safe Patient Handling.
- Promoting the seven days a week hospital model, so that case management coverage is available on weekends and holidays.
- An increase in discharge orders written before noon from 15% to 40% from 2013 to 2016.
- The median discharge time for patients physically discharged from units is between 2:30-3:00 p.m. from a median of 5 p.m. in 2013.
- The creation of a Health and Hospital System (HHS) Connect site with monthly data available for all HHS members to view. Weekly data is shared with all team members and other interested stakeholders.
- The development of a Flow Accelerometer, where every inpatient is assigned a color indicating expected time to discharge with non-medical needs (e.g., therapy services, case management, social

services) delineated. This will be a critical tool for the new Logistics Center, which is due to open Spring 2016.

The five-year goals for the inpatient flow transformation include increasing covered lives from 180,000 to 400,000, creating a fully operationalized Logistics Center with the Flow Accelerometer implemented, continuing to refine interdisciplinary communication, continuing to decrease MD turnaround time to the national average of about 60 minutes, establishing patient cohorts, decreasing avoidable days and tackling the barriers to discharge, including housing, skilled nursing facilities, and the conservator process.

The Specialty Care Access CLT formed four teams to charter a clear path forward to improve access, care coordination, quality of care, and population health:

- The eConsult team recommended a new system that leverages the electronic health record to improve communication and collaboration between primary care and specialists, triage referrals, provide faster and more standardized dissemination of specialized knowledge, and streamline the referrals process flow. eConsult pilots began in Urology, Hematology, and Rheumatology in late March 2016. The pilot groups have also begun proactively scheduling patients as part of Active Referrals Management. By proactively reaching out to patients, appointments can be scheduled as part of an orderly and systematic approach, and patients have a better experience. This process reduces telephone wait times for patients.
- The HealthLink Referrals and Information Technology (IT) Build Team built an IT infrastructure to effectively manage, organize, and triage referrals. Referrals are now grouped into three categories: Consults, Follow-ups, and Procedures. The team also developed automated methods to identify patients without coverage and route them to Patient Access for financial screening and enrollment. Similarly, a technological build in HealthLink was completed to send referrals for Out-of-County individuals. As part of the pilots, the Referrals IT team created warnings that have been built into HealthLink to inform schedulers if a service is not covered by the patient's insurer.
- A collaborative team of primary care providers (PCP), specialists, and patient experience leaders drafted language that can be incorporated into the existing IT infrastructure and readily applied to ensure standardization and ease of use for transitioning patients back to primary care after discharge from a specialist. The addition of a button in HealthLink and the ability to copy the patient's chart ensures that the loop is closed with Primary Care on every Specialty encounter. This is a key metric in PRIME. For this to be possible, the system needs to know who the primary care provider is. Effective January 1, 2016, all new Santa Clara Family Health Plan (SCFHP) Medi-Cal Members receive a specific PCP assignment. The improvement means better care coordination and follow-up for approximately 3,000 new members each month. Additionally, the team mapped all established Gardner Clinic patients with SCFHP and SCVMC member rosters, helping to provide better care coordination for 15,000 patients. Indian Health Clinic is scheduled for May 2016 (11,000 members), and the team will coordinate and align the PCPs for another clinic each month until all SCFHP members have a PCP. The team intends to have all 140,000 SCFHP members assigned to a specific and accurate PCP by July 1, 2016.
- The Referrals and Authorizations team is developing a coordinated registration error reduction strategy. The goal is to create processes that ensure clean referrals. There are new reports and dashboards available as part of recent upgrades to HealthLink, and this team is working to empower managers and supervisors to leverage reporting capabilities to address, coach, and prevent registration errors that occur on the frontlines. This in-turn reduces denials and speeds up the end-to-end referral process. A clean referral with all the necessary documentation flows through the system much faster than a referral with incomplete patient information.

**Unit Based Teams (UBT):** SCVMC has many performance improvement initiatives, including UBT, where labor and management co-lead projects implementing rapid tests of change. Eight teams from SCVMC made huge strides in their projects, including:

- After the Moorpark Pharmacy team exceeded its goal of improving its on-site wait time for prescriptions filled within 30 minutes (from 46% to over 90% of prescriptions ready within 30 minutes), the team shared their learning to help the East Valley and Tully Pharmacies work towards the same goal.

- The Health Information Management (HIM) Team set a goal of reducing its document scanning backlog from 7 feet to 36 inches. Team members came up with a process to cut down the backlog and streamline the scanning process in its file room. The team is now looking for ways to reduce the amount of unnecessary scanning.
- The Emergency Psychiatric Services (EPS) team focused on the recognition and disposition of non-admitted (low acuity) patients in EPS. The team set a goal of a 10% reduction in the average length of stay for patients discharged to home or self and achieved a 30% reduction. The average length of stay for these patients has been reduced by 2.7 hours.

Several more improvement projects were launched in the fall of 2015. To improve the patient experience, the Neonatal Intensive Care Unit (NICU) UBT committed to a goal to discharge its patients more smoothly by completing four state-required screens (Critical Congenital Heart Disease screen, car seat challenge, hearing screen, and Hepatitis B vaccine) earlier by two days with a 70% success rate by March 2016. The team was able to meet its goal for three of the screens, and is

nearing its goal for the hearing screen. The unit is looking at sustaining these improvements and identifying its next project.

The Operating Room (OR) UBT is testing different communication practices and staging to increase SCVMC surgical room turnover. Communication via white boards provide staff the opportunity to make suggested changes to collaboratively solve challenges. The same white board approach communicates OR needs to better prepare for the next case, along with simple request tags to inform the Room Prep Team (RPT) exactly what is needed. The Patient Access Emergency Department/Express Care Clinic UBT aims to decrease standing wait times. The team is presently gathering data to better understand current wait times. Customer Service is focusing on ensuring personalized response to phone calls during business hours, and the Cardiology Department is working to reduce the patient no-show rate.

Another wave of teams is expected to launch in May 2016. Through the UBT process, staff and managers are able to jointly address issues, which helps improve the work environment and brings a level of excitement to tackling difficult issues.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Custody Electronic Health Record Phase 2	↑	Add positions to support the HealthLink electronic health record implementation.	2.0	—	—
Behavioral Health Electronic Health Record	↑	Add positions to support the HealthLink electronic health record implementation.	2.0	—	—
Public Safety Realignment Program (AB109) - Add Staff to Reentry Mobile Medical Unit	↑	Add positions to support the MMU at the RRC.	4.0	—	—
Downtown Clinic	↑	Add positions and services and supplies for the Downtown Clinic.	32.0	\$7,897,081	\$628,886
Enhance Inpatient Services	↑	Add positions to support the increase in the inpatient census.	57.0	\$930,165	—
Enhance Ambulatory Care Services	↑	Add positions to improve patient access and ensure patient safety.	8.0	—	—
Fixed Asset Expenditures	↑	Allocate funds for the purchase of fixed assets.	—	—	\$6,003,632
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Expand Rehabilitation Services	↑	Add positions to the Rehabilitation Hospital.	17.0	(\$639,080)	—
Expand Renal Care	↑	Add positions to expand Renal Care Services.	9.0	\$1,472,235	—
Augment Jail Dental Services	↑	Add a Dentist to augment dental services at the jail.	1.0	—	—
Enhance Mental Health Services Act Financial Support	↑	Add position to perform MHSA financial activities for BHSD.	1.0	—	—
Custody Health Behavioral Teams	◆	Allocate savings to reflect the cost of six Behavioral Teams and allocate to the Traditions contract for psychiatry services.	—	—	—
Deletion Chronically Vacant Positions	◆	Delete 9.5 FTEs that have been chronically vacant for more than two years, fund 3.0 FTE unfunded filled positions, and increase, and increase overtime and extra help.	(6.5)	—	—
Enhanced Services from Information Services Department (ISD)	↑	Allocate funds for the increase in services from ISD.	—	—	—
Children's Medical Coverage	●	Allocate funds for continuation of expanded children's medical coverage.	—	\$584,100	—
Community Health Partnership	●	Allocate funds for the continuation of enhanced primary care capacity in community health centers and clinics.	—	\$3,000,000	—
Capital Improvement Adjustment	●	Transfer funds from Fund 0060 to Fund 0059 to fund additional capital improvement projects.	—	—	—

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

### General Fund Subsidy to Santa Clara Valley Medical Center

Revenues collected by 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 (e.g., Vehicle License Fees & Tobacco Settlement), 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<sup>a</sup>

Subsidy Component	FY 13-14	FY 14-15	FY 15-16	FY 16-17 CLB	FY 16-17 Rec
VLF Revenue	\$52.9	\$31.7	\$35.4	\$37.5	\$37.5

#### General Fund Subsidy<sup>a</sup>

Subsidy Component	FY 13-14	FY 14-15	FY 15-16	FY 16-17 CLB	FY 16-17 Rec
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	\$68.7	\$79.5	\$86.6	\$17.0	\$25.4
Measure A	\$5.7	\$5.7	\$6.3	\$2.4	\$13.7
<b>Total Subsidy</b>	<b>\$150.7</b>	<b>\$140.3</b>	<b>\$151.7</b>	<b>\$80.3</b>	<b>\$100.0</b>
One-time Subsidy for HealthLink	\$16.3	\$5.0	\$0.0	\$0.0	\$0.0

a. \$ reflected in millions

The General Fund subsidy has been adjusted due to the removal of one-time costs, such as capital expenses, additional HealthLink costs, charges from other County departments, increases in patient revenue, and changes in salaries and employee benefits.



### Summary of Base Adjustments to the GF Subsidy<sup>a</sup>

Basis for Adjustment	Amount
<b>FY 2016 Adopted Budget</b>	<b>\$151.7</b>
Removal of one-time subsidy for capital expenses	(\$18.2)
Removal of one-time subsidy for the Downtown Clinic	(\$5.0)
Removal of one-time subsidy for the Volunteer Project	(\$2)
Reversal of one-time savings for recruitment	\$2
Removal of Unclassified positions	(\$2)
Removal of Measure A	(\$3.9)
Decrease due to increase in reimbursement from BHSD	(\$3.4)
Decrease due to increase in reimbursement from Custody Health	(\$3.3)
General Fund contribution to salaries and benefits <sup>b</sup>	(\$37.4)
<b>Total FY 16-17 Current Level Budget</b>	<b>\$80.3</b>

a. \$ reflected in millions

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

### ↑ Custody Electronic Health Record Phase 2

**Recommended Action:** Add 2.0 FTE Epic Report Writer II positions to support the second phase of the HealthLink electronic health record implementation in Custody Health Services (CHS).

**Service Impact:** Phase 2 of the CHS project extends HealthLink to Custody Health Services to ensure consistent patient care, and ease support and integration with other HealthLink modules across SCVHHS. CHS is responsible for the supervision, security and care of over 3,000 men, women and youth across four correctional facilities within Santa Clara County, each providing a variety of clinical services and medical specialties to its patients. Given the uniqueness and variability of the CHS patient population, their associated needs, and the diversity of services offered within the CHS umbrella, a number of clinical, financial and other electronic systems are currently used to complete daily workflows and deliver patient care. As part of its ongoing mission to provide patients with health care in a safe and secure environment, CHS has been searching for an electronic health record system to provide a single integrated record so that caregivers would be able to securely and efficiently view relevant patient information from all episodes of care.

These position costs are a portion of the Phase II project cost which is budgeted in Custody Health Services.

**Positions Added: 2.0 FTE**

**Ongoing Net Cost: \$0**

Ongoing Cost: \$303,158

Ongoing Reimbursement from Custody Health: \$303,158

**One-Time Savings: \$50,526**

Salary Savings reflecting time for recruitment

### ↑ Behavioral Health Electronic Health Record

**Recommended Action:** Add 2.0 FTE Epic Report Writer II positions to support the HealthLink electronic health record implementation in Behavioral Health Services Department (BHSD).

**Service Impact:** BHSD does not presently have an operational electronic health record system. The implementation of an electronic health record system in BHSD will support multidisciplinary assessments, diagnosis management, centralized service scheduling, State reporting, referrals, bed management, medication management, alerts, service recording and billing. It will also ensure consistent patient care, and ease support and integration with other HealthLink modules across SCVHHS.

**Positions Added: 2.0 FTE**

**Ongoing Net Cost: \$0**

Ongoing Cost: \$303,158

Ongoing Reimbursement from Behavioral Health Services: \$303,158

**One-Time Savings: \$50,526**

Salary Savings reflecting time for recruitment

### ↑ Public Safety Realignment Program (AB109) - Add Staff to Reentry Mobile Medical Unit

**Recommended Action:** Add the positions below in Ambulatory Care to support the Medical Mobile Unit (MMU) at the Reentry Resource Center (RRC).

### Summary of Position Changes

Class	Description	FTE
E07	Community Health Worker	2.0
Y03	Medical Social Worker II	1.0
E60	Mobile Outreach Driver	1.0
<b>Total</b>		<b>4.0</b>

**Service Impact:** Two additional Community Health Workers (CHW) and a Medical Social Worker (MSW) are required to expand the case load by 50 patients, and help coordinate complex case management for these patients on site at the RRC. By expanding, the MMU will be able to accept additional referrals from other custody programs, such as mental health treatment with no associated post-discharge case management. The MSW will lead the team of CHWs, and lead the coordinated case management for these high risk individuals at the RRC, which is currently overseen by the Office of Reentry Services.

In addition, a Mobile Outreach Driver is needed to support the expanded services at the RRC and to South County. The MMU will expand services at the RRC and operate a full day at the South County RRC upon the delivery of a new and dedicated mobile unit with the Valley Homeless Healthcare Program (VHHP).

**Background:** In response to ensure a successful reentry of inmates linking to relevant medical services, the RRC in partnership with the VHHP, opened the RRC MMU in September 2013. After a pilot project, the MMU permanently added a full-time Community Health Worker (CHW) to provide case management services, home visits, chronic case management education, medication reconciliation, and make primary care and specialty medical appointments. For more complex medical case management, the CHW currently transports clients to other Valley Homeless Healthcare clinics to be seen by Medical Social Workers.

In early February 2016 the RRC MMU started a new project in coordination with Custody Health where Custody Health uses specific criteria to identify the highest risk medical patients (i.e., cancer, hemodialysis, Diabetes on insulin) and schedules them into a specific monthly clinic. The CHW attends this clinic and meets patients while they are still in jail, identify their needs for successful reintegration into the community, and

plan to meet the patient on the day of their release and transports them to initial medical appointments and, if needed, housing shelters.

**Positions Added: 4.0 FTE**

**Ongoing Net Cost: \$0**

Ongoing Cost: \$405,898

Ongoing Reimbursement from AB109: \$405,898

### ↑ Downtown Clinic

**Recommended Action:** Add 32.0 FTE in SCVMC as well as associated services and supplies for the Downtown Clinic.

### Summary of Position Changes

Class	Description	FTE
S75	Clinical Nurse III	2.0
D1E	Sr Health Services Representative	3.0
D2E	Health Services Representative	3.5
S39	Nurse Coordinator	0.5
S59	Nurse Practitioner	3.0
S85	Licensed Vocational Nurse	10.0
P41	Physician	6.0
D50	Medical Translator	2.5
R74	Medical Laboratory Assistant II	1.5
<b>Total</b>		<b>32.0</b>

**Service Impact:** The requested positions would allow SCVMC to complete the planned staffing model for the Downtown Clinic for Urgent Care, Ancillary Support Services, Women and Children's Center, Internal Medicine, and Diabetes Management. The recommended action would complete the staffing of the clinic. The recommended action will be offset by the use of 2012 Measure A funds.

In addition, the recommended action would add sufficient services and supplies budget to cover operations for FY 16-17 including contracts with



Gardener Family Health Network, Medical Legal Partnership, and a part time contract psychologist as well as funding for marketing and medical supplies.

**Positions Added: 32.0 FTE**

**Ongoing Net Cost: \$7,897,081**

Offset by an increase in General Fund Subsidy

**One-Time Cost: \$628,886**

Offset by an increase in General Fund Subsidy

**One-time Savings: \$194,376**

Salary Savings reflecting time for recruitment

positions; (4) the need to improve patient experience, particularly by reducing wait times, and (5) the need to strengthen infrastructure in Nursing Administration, Quality and Safety, and other hospital support services. The recommended action also includes support positions including, but not limited to Environmental Services, Nutrition and Food Services, Resource Management, and Facilities as well as the deletion of 0.6 FTE and 0.5 FTE Pharmacist positions.

**Net Positions Added: 57.0 FTE**

Positions Added: 58.1 FTE

Positions Deleted: 1.1 FTE

**Ongoing Net Cost: \$930,165**

Increase in Salaries and Employee Benefits: \$9,841,968

Decrease in Extra Help and Overtime: \$8,866,803

Increase in Federal Grant Revenue: \$45,000

Offset by an increase in General Fund Subsidy

## ↑ Enhance Inpatient Services

**Recommended Action:** Add 57.0 FTE positions to SCVMC to support the increase in the inpatient census within SCVMC, primarily offset by a decrease in extra help and overtime. This recommendation will allow staffing to be stabilized and patient access sustained.

### Summary of Position Changes

Class	Description	FTE
S75	Clinical Nurse III	32.0
S93	Hospital Services Assistant II	1.0
S18	Patient Services Case Coordinator	2.0
Y04	Medical Social Worker I	3.0
G84	Central Supply Distribution Supervisor	1.0
S80	Administrative Nurse II	2.1
C87	Quality Improvement Coordinator	2.0
R56	Supervising Pharmacist	1.0
W67	Graduate Intern Pharmacist-U	3.0
H12	Janitor Supervisor	1.0
R74	Medical Laboratory Assistant II	2.0
H59	Cook II	1.0
R2L	Clinical Dietitian II	1.0
G82	Stock Clerk	2.0
R1S	Respiratory Care Practitioner II	2.0
K94	Electronic Repair Technician	1.0
M10	Work Center Manager	1.0
R27	Pharmacist	(1.1)
<b>Total</b>		<b>57.0</b>

**Service Impact:** The recommended action is based on the increased census including, but not limited to: (1) growing demand for patient services in SCVMC, driven by continued enrollment expansion, higher census, and increases in patient acuity and complexity; (2) the need to comply with regulatory and/or statutory requirements; (3) the need to replace ongoing use of extra help and overtime with budgeted, coded

## ↑ Enhance Ambulatory Care Services

**Recommended Action:** Add 8.0 FTE positions in SCVMC Ambulatory Care to improve patient access and ensure patient safety, offset by a decrease in Extra Help and Overtime. This recommendation will allow staffing to be stabilized and patient access sustained.

### Summary of Position Changes

Class	Description	FTE
S75	Clinical Nurse III	4.0
S85	Licensed Vocational Nurse	2.0
E60	Mobile Outreach Driver	1.0
P95	Attending Psychologist	1.0
<b>Total</b>		<b>8.0</b>

**Service Impact/Background:** The Clinical Nurse III positions for Valley Specialty Care Center are due to the strong demand for adult specialty services. Two Clinical Nurse III positions will be placed in Medical Specialties and two positions will be placed in Surgical Specialties for wound care, particularly in clinics such as Plastic Surgery and Burn.

The addition of a half-time Psychologist position for VHHP is necessary to continue to provide services to the homeless population. Clinic utilization patterns and studies show that most homeless patients experience one form or another psychological disorders. Psychologists play a critical role in addressing these



issues with patients by providing neuropsychological assessments, individual psychotherapy, and joint medical visits with primary care providers.

In addition, VHHP operates five mobile units to provide dental and medical services to homeless individuals throughout Santa Clara County. Currently, these five mobile units are staffed by 3.0 FTE Mobile Outreach Driver positions as well as extra help. A Mobile Outreach Driver position is necessary to support the addition of more MMUs.

The addition of a half-time Psychologist positions and Licensed Vocational Nurse positions for Cancer Center is necessary to address patient volume in the Cancer Center which has grown 5-15% annually since 2011. For chemotherapy infusions alone, the volume has increased from 18.64% from 2014 to 2015. The Cancer Center has worked hard to standardize provider templates, improve patient access, and provide quality care for SCVMC cancer patients.

Providing cancer patients with mental health/behavioral health support is a critical part of the care provided. Not providing this service puts cancer patients at risk.

**Positions Added: 8.0 FTE**  
**Ongoing Net Cost: \$0**

Increase in Salaries and Employee Benefits: \$1,289,775  
Decrease in Extra Help and Overtime: \$1,289,775

## ↑ Fixed Asset Expenditures

**Recommended Action:** Allocate funds for the purchase of fixed assets.

**Service Impact:** A large number of significant expenditures are required in FY 16-17, including, but not limited to, replacement of major equipment in Diagnostic Imaging, Computed Tomography (CT) scanner, x-ray rooms for the Emergency Department, as well as the hospital's portable x-ray system. In addition, SCVMC needs to make significant investments in information technology for infrastructure and other projects, including computer-assisted coding, an enterprise employee scheduling system and a secure messaging platform for physicians to replace unencrypted pagers.

All the projects planned for FY 16-17 are necessary to ensure that SCVMC can continue to operate its facilities safely and in full compliance with applicable laws and regulations, and provide excellent patient care.

**One-Time Costs: \$6,003,632**

Offset by an Increase in General Fund Subsidy

## ↑ Expand Rehabilitation Services

**Recommended Action:** Add 17.0 FTE positions in the SCVMC Rehabilitation Department.

### Summary of Position Changes

Class	Description	FTE
R1P	Physical Therapist I	4.0
R1A	Occupational Therapist II	4.0
R37	Speech Language Pathologist III	1.0
R38	Speech Language Pathologist II	2.0
R1D	Recreation Therapist II	1.0
P9A	Hospital Clinical Psychologist	0.5
S18	Patient Services Case Coordinator	3.0
D2E	Health Services Representative	0.5
S59	Nurse Practitioner	1.0
<b>Total</b>		<b>17.0</b>

**Service Impact:** The recommended action would allow SCVMC's Rehabilitation Hospital to:

- Meet the new Center for Medicare and Medicaid Services (CMS) standard, effective October 2015, requiring 3 hours of individual therapy for 5 of the first 7 days following admission.
- Provide 3 hours of individual therapy 6 days per week for all patients, a level which is becoming the standard of care in the industry.
- Increase the inpatient census by 2.0, reducing the number of patients who cannot be admitted due to staffing constraints and generating sufficient patient revenue to cover the cost of staffing required to comply with new standards of care in Physical and Rehabilitation medicine.

An expanded Service Line would ensure adequate support to acute hospitalizations and allow the Rehabilitation Hospital to flex staffing as needed to meet referral demands in the community as well as to maintain a higher census.

There has been significant growth of the Inpatient Rehabilitation program over the past two years. With this increased demand there has been an increase in inpatient census for the three Rehabilitation units including the Rehabilitation Trauma Center, Spinal Cord Unit and the Brain Injury and Stroke Unit.

Demand has reached a point where SCVMC is unable to accommodate patients in a timely manner, and unfortunately has also caused SCVMC to defer some Inpatient Rehabilitation referrals altogether. The primary reason for not being able to accommodate more referrals has been a shortage of therapists.

As part of the Commission on the Accreditation of Rehabilitation Facilities (CARF) accreditation, there is a commitment to provide services in the continuum of care for Rehabilitation patients. This includes high quality care while in the hospital and timely access to outpatient care once patients leave the hospital. Annually, the payer mix has been stable with 45-50% of SCVMC patients admitted to Inpatient Rehabilitation having commercial insurance. Often, these patients are unable to access the outpatient therapy services in a timely fashion. Unfortunately, this delay can and often does lead to patients with commercial insurance following up elsewhere for outpatient therapy. Not only is this negative financially for SCVMC, but more importantly it also reflects poorly on SCVMC's ability to adhere to the CARF standards of providing accredited specialty programs and expertise to those in the community who are in need.

**Positions Added: 17.0 FTE**

**Ongoing Net Savings: \$639,080**

Ongoing Salaries and Employee Benefits: \$2,975,880

Ongoing Revenue: \$3,614,960

Offset by a decrease in General Fund Subsidy

### ↑ Expand Renal Care

**Recommended Action:** Add 9.0 FTE positions in the SCVMC Renal Care Program.

### Summary of Position Changes

Class	Description	FTE
S75	Clinical Nurse III	6.0
S85	Licensed Vocational Nurse	1.0
D2E	Health Services Representative	1.0
R71	Dialysis Technician	1.0
<b>Total</b>		<b>9.0</b>

**Service Impact:** The additional staff proposed in the recommended action would provide a strong infrastructure and increase staff's capacity to care for more patients affected by chronic kidney disease (CKD).

Clinical Nurses are requested for the Renal Care Center (RCC) both in the acute (inpatient unit and at bedside) and outpatient setting. The additional Clinical Nurse positions would allow the reduction of unbudgeted overtime and extra help and will enable the department to staff operations with trained nurses and avoid excessive use of overtime.

The Licensed Vocational Nurse (LVN) position is requested for the Nephrology Clinic of the RCC to provide clinical support to Nephrologists during patient visits. Their scope of work includes the rooming of patients, vital signs, medication reconciliation, discharges, referrals, scheduling, and other important functions of Nephrology clinic. In addition to assistance during patient visits, the LVN would provide support to physicians in managing large chronic Nephrology patient panels.

Support staff such as Health Services Representatives (HSRs) are important to the infrastructure and team of the RCC. In addition to managing Nephrology patient panels in the RCC, the addition of one HSR will help to increase phone access to the clinic as well as help patients with forms, enrollment and education about eligible programs.

**Positions Added: 9.0 FTE**

**Ongoing Cost: \$1,472,235**

Offset by an Increase in General Fund Subsidy

### ↑ Augment Jail Dental Services

**Recommended Action:** Add 1.0 FTE Dentist-U position to augment dental services at the jail.

**Service Impact:** In order to meet the dental needs of the existing inmate population, the addition of a Dentist is needed to potentially reduce wait time for urgent issues by 2-3 week and will provide for an increase in approximately 40 hours of Dental Services in the Jail.

**Background:** Since the inception of AB109 in 2011, the inmate population has not only increased, but the average length of stay for inmates has been dramatically lengthened to 211 days. The Dental Services historically provided in the Jails was designed to meet urgent and emergent needs of inmates, but due to the extended length of stay in the Jails, inmates now require routine care and limited preventive services.

**Positions Added: 1.0**  
**Ongoing Net Cost: \$0**

Ongoing Reimbursement from Custody Health: \$235,827

**One-Time Savings: \$39,305**  
Salary Savings reflecting time for recruitment

### ↑ Enhance Mental Health Services Act Financial Support

**Recommended Action:** Add 1.0 FTE Senior Health Care Financial Analyst position to perform Mental Health Services Act (MHSA) financial activities for the Behavioral Health Services Department.

**Service Impact/Background:** This new position would assist in the financial management and tracking of the MHSA annual budget, ensuring that the funding aligns and complies with MHSA requirements and mandates.

The Department previously had one dedicated supporting MHSA Finance position and one position serving as both as the lead MHSA Finance Analyst and the BHSD MHSA Coordinator. This latter assignment is too large for one individual and needs to be separated into two different activity sets which require two different skill sets.

The County is required to develop an MHSA Plan every three years, and to provide an annual update on any program or financial changes or additions. An MHSA community stakeholder group participates in the planning process and reviews the MHSA Plan, which includes budgets for all programs and services. The lead

and supporting Health Care Financial Analysts maintain the line item MHSA budgets and perform a wide variety of financial analyses and projections.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$0**

Cost of position will be Labor Distributed to BHSD.

### ◆ Custody Health Behavioral Teams

**Recommended Action:** Allocate \$1,605,078 in savings to reflect the cost of six Behavioral Teams and allocate \$3,373,636 in expense to account for the Traditions contract for psychiatry services offset by \$1,768,558 reimbursement from CHS.

**Service Impact/Background:** The Board of Supervisors requested that this action return for consideration of funding for the Behavioral teams in FY 16-17. Due to the length of time for the recruitment of these positions, the Administration is recommending salary savings for the cost of the six teams. To support this effort, the Traditions contract is supplementing this work and this budget recommendation provides funding on a short term basis until there are sufficient Psychiatrists hired by the County.

In December 2015 the Board of Supervisors approved funding for the hiring of additional staff to provide behavioral health services, including mental health clinicians, substance use treatment clinicians, and custody staff, to provide enhanced treatment for this population of inmates throughout the Jail system. These services will be deployed throughout the Jails over an extended period of time to ensure their success.

**Ongoing Net Cost: \$0**

Ongoing Cost: \$1,768,558

Ongoing Reimbursement from Custody Health: \$1,768,558

### ◆ Delete Chronically Vacant Positions

**Recommended Action:** Delete 9.5 FTE positions that have been chronically vacant for more than two years, fund 3.0 FTE unfunded filled positions, and increase overtime and extra help. The positions changes are as follows:

## Summary of Position Changes

Class	Description	FTE
R59	Supervising Clinical Lab Scientist	(3.0)
S57	Psychiatric Nurse II	(1.0)
E28	Messenger Driver	(0.5)
S9S	Mental Health Worker	(0.5)
U9D	Supervising Protective Services Officer	(1.0)
S87	Psychiatric Technician II	(2.0)
B7R	Cancer Care Program Coordinator	(1.0)
R74	Medical Laboratory Assistant II	(0.5)
P41	Physician	2.0
R74	Medical Laboratory Assistant II	1.0
<b>Total</b>		<b>(6.5)</b>

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above positions are recommended for deletion and will generate a net savings Countywide.

SCVMC has 3.0 FTE positions that are currently filled and unfunded. The recommended proposal will fund these positions as well as allocate additional overtime and extra help to offset the cost of the deleted positions.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget

### Net Positions Deleted: 6.5 FTE

Positions Deleted: 9.5 FTE  
Positions Added: 3.0 FTE

### Ongoing Net Cost: \$0

Ongoing Cost: \$1,262,174  
Ongoing Savings: \$1,262,174

## ↑ Enhanced Services from Information Services Department (ISD)

**Recommended Action:** Allocate funds to SCVMC for the increase in services from ISD.

**Service Impact:** Due to the recommendations to increase in staff and services in ISD, charges to SCVMC will increase. For additional information on this recommendation see the budget proposals in the ISD section of the Recommended Budget. Below is a list of the proposals affecting SCVMC.

- Office 365 Management and User Adoption
- Critical Infrastructure support for Office 365
- Business Operations and Asset Management Functions
- Information Privacy & Security
- Support for Implemented Efficiencies
- Operational Projects.

### Ongoing Net Cost: \$0

Ongoing Cost: \$1,098,942  
Offset by other Object 2 in SCVMC: \$1,098,942

## ● Children's Medical Coverage

**Recommended Action:** Allocate funds to SCVMC for the continuation of expanded children's medical coverage.

**Service Impact:** In FY 14-15, two years of funding was designated to SCVMC to expand efforts to enroll children into a program providing visual, hearing, and dental exams and provide support to ensure there is a follow-up care and prescribed treatment. This recommendation will provide ongoing funding for this program.

### Ongoing Cost: \$584,100

Offset by an increase in General Fund subsidy

## ● Community Health Partnership

**Recommended Action:** Allocate funds to SCVMC for the continuation of enhanced primary care capacity in community health centers and clinics.

**Service Impact:** In FY 13-14, three years of funding was designated to SCVMC to enhance and increase overall primary care capacity in community health centers and clinics. This recommendation will provide ongoing funding for this program.

### Ongoing Cost: \$3,000,000

Offset by an increase in General Fund Subsidy



## ● Capital Improvement Adjustments

**Recommended Action:** Allocate funds from Fund 0060 to Fund 0059 to fund additional capital improvement projects.

**Service Impact:** The transfer of these funds will allocate funds to the following projects: VHC Sunnyvale Renovation, Digital Radiography Room Replacement for the Emergency Department, Computed Tomography Replacement, Sunnyvale Pharmacy Renovation, Oncology Infusion Center Remodel, and Discharge Pharmacy.

**One-time Net Cost: \$0**

One-time Cost: \$1,427,390

Offset by Other Fixed Assets in SCVMC: \$1,427,390



## Santa Clara Valley Medical Center Summary of Budgeted Expenditures and Revenues

	FY 15-16 Approved	FY 16-17 Recommended	Difference	Percent Difference
<b>FTES &amp; Statistics</b>				
Payroll FTEs	5,561.88	5,915.48	353.60	6.4%
Total Patient Days	113,953	124,687	10,734	9.4%
Average Daily Census (ADC)	312.2	341.6	29.4	9.4%
Acute Outpatient Observation ADC	6.8	6.8	0.0	0.0%
Outpatient Visits	850,000	872,660	22,660	2.7%
<b>Operations</b>				
Patient Revenue	922,883,034	1,069,788,796	146,905,762	15.9%
CMS Incentive Revenue	1,956,000		(1,956,000)	-100.0%
Cost Recovery	55,615,346	69,328,636	13,713,290	24.7%
Realignment	0	10,532,421	10,532,421	100.0%
Revenue from Bonds	192,000	273,000	81,000	42.2%
Other	299,234,571	283,117,057	(16,117,514)	-5.4%
<b>Total Revenue from Operations</b>	<b>1,279,880,951</b>	<b>1,433,039,910</b>	<b>153,158,960</b>	<b>12.0%</b>
<b>Expenses</b>				
Payroll/Personnel	956,897,585	1,034,266,054	77,368,469	8.1%
Services and Supplies	354,248,561	431,808,627	77,560,066	21.9%
County Overhead	26,760,225	32,015,321	5,255,096	19.6%
Debt Service	107,201,885	51,774,484	(55,427,401)	-51.7%
Interest Expense	20,413,514	19,061,888	(1,351,626)	-6.6%
Transfers	(31,084,993)	(32,855,745)	(1,770,752)	5.7%
<b>Total Expenses</b>	<b>1,434,436,777</b>	<b>1,536,070,629</b>	<b>101,633,852</b>	<b>7.1%</b>
Operating Income/Loss	(154,555,826)	(103,030,719)	51,525,107	-33.3%
<b>Transfers</b>				
Vehicle License Fee Revenue	35,440,794	37,467,718	2,026,924	5.7%
Tobacco Settlement Revenue	12,000,000	12,000,000	0	0.0%
Inmate Medical Care at SCVMC	11,400,000	11,400,000	0	0.0%
General Fund Grant	92,820,558	39,165,528	(53,655,030)	-57.8%
<b>Total General Fund Subsidy</b>	<b>151,661,352</b>	<b>100,033,246</b>	<b>(51,628,106)</b>	<b>-34.0%</b>
Operating Transfers	(4,982,966)	(4,879,967)	102,999	-2.1%
<b>Total Transfers</b>	<b>146,678,386</b>	<b>95,153,279</b>	<b>(51,525,107)</b>	<b>-35.1%</b>
<b>Net Income/(Loss)</b>	<b>(7,877,440)</b>	<b>(7,877,440)</b>	<b>0</b>	<b>0.0%</b>
<i>Unfunded Compensated Absences</i>	(6,571,546)	(6,571,546)	0	0.0%
<i>Unfunded Amortization of Prior Debt Financing Costs</i>	(1,305,894)	(1,305,894)	0	0.0%

SCVMC Enterprise Fund 0060 only. Does not include the Intergovernmental transfer or SCVMC Capital Fund 0059.



### Santa Clara Valley Medical Center— Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6846	SCVMC Capital Fund 0059	63,753,662	10,190,567	3,515,967	4,811,550	(5,379,017)	-52.8%
092106	SCVMC Operations Fund 0060	1,306,471,501	1,499,419,743	1,575,433,537	1,600,950,593	101,530,850	6.8%
<b>Total Net Expenditures</b>		<b>\$ 1,370,225,163</b>	<b>\$ 1,509,610,310</b>	<b>\$ 1,578,949,504</b>	<b>\$ 1,605,762,143</b>	<b>\$ 96,151,833</b>	<b>6.4%</b>

### Santa Clara Valley Medical Center— Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6846	SCVMC Capital Fund 0059	63,753,662	10,190,567	3,515,967	4,811,550	(5,379,017)	-52.8%
092106	SCVMC Operations Fund 0060	1,337,036,582	1,530,504,736	1,607,587,496	1,633,806,338	103,301,602	6.7%
<b>Total Gross Expenditures</b>		<b>\$ 1,400,790,244</b>	<b>\$ 1,540,695,303</b>	<b>\$ 1,611,103,463</b>	<b>\$ 1,638,617,888</b>	<b>\$ 97,922,585</b>	<b>6.4%</b>

### Santa Clara Valley Medical Center— Budget Unit 921 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 890,747,982	\$ 956,897,585	\$ 1,023,896,067	\$ 1,034,266,054	\$ 77,368,469	8.1%
Services And Supplies	375,970,349	381,077,786	454,070,126	464,018,348	82,940,562	21.8%
Other Charges	19,902,102	24,330,049	22,978,423	22,978,423	(1,351,626)	-5.6%
Fixed Assets	80,670,641	41,024,549	16,074,549	21,946,374	(19,078,175)	-46.5%
Operating/Equity Transfers	33,499,170	137,365,334	94,084,298	95,408,689	(41,956,645)	-30.5%
<b>Total Gross Expenditures</b>	<b>\$ 1,400,790,244</b>	<b>\$ 1,540,695,303</b>	<b>\$ 1,611,103,463</b>	<b>\$ 1,638,617,888</b>	<b>\$ 97,922,585</b>	<b>6.4%</b>
Expenditure Transfers	(30,565,081)	(31,084,993)	(32,153,959)	(32,855,745)	(1,770,752)	5.7%
<b>Total Net Expenditures</b>	<b>\$ 1,370,225,163</b>	<b>\$ 1,509,610,310</b>	<b>\$ 1,578,949,504</b>	<b>\$ 1,605,762,143</b>	<b>\$ 96,151,833</b>	<b>6.4%</b>

### Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6846	SCVMC Capital Fund 0059	\$ 60,855,828	\$ 3,384,160	\$ 3,384,160	\$ 4,811,550	\$ 1,427,390	42.2%
092106	SCVMC Operations Fund 0060	1,363,473,689	1,491,542,303	1,567,556,097	1,593,073,153	101,530,851	6.8%
<b>Total Revenues</b>		<b>\$ 1,424,329,517</b>	<b>\$ 1,494,926,463</b>	<b>\$ 1,570,940,257</b>	<b>\$ 1,597,884,703</b>	<b>\$ 102,958,241</b>	<b>6.9%</b>





## Santa Clara Valley Medical Center— Budget Unit 921

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 959,343,016	\$ 950,658,543	\$ 133,482,090	\$ 154,998,018	\$ (795,660,525)	-83.7%
Charges For Services	397,599,396	375,664,338	1,181,013,788	1,186,083,179	810,418,842	215.7%
Aid From Government Agencies - Federal	2,479,806	2,257,622	2,161,744	2,206,744	(50,878)	-2.3%
Aid From Government Agencies - State	58,916,903	63,758,860	193,632,635	193,946,762	130,187,902	204.2%
Revenue From Use Of Money/Property	579,478	910,000	650,000	650,000	(260,000)	-28.6%
Revenue From Other Government Agencies	5,410,919	101,677,100	60,000,000	60,000,000	(41,677,100)	-41.0%
<b>Total Revenues</b>	<b>\$ 1,424,329,517</b>	<b>\$ 1,494,926,463</b>	<b>\$ 1,570,940,257</b>	<b>\$ 1,597,884,703</b>	<b>\$ 102,958,241</b>	<b>6.9%</b>

## SCVMC Capital Fund 0059 — Cost Center 6846

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0059-VMC Capital Projects (Fund Number 0059)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 10,190,567	\$ 3,384,160
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	125,400	—
Other Adjustments	—	(6,800,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 3,515,967</b>	<b>\$ 3,384,160</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ 1,427,390
Decision Packages			
Capital Project Adjustments	—	(727,167)	—
Information Technology			
Capital			
SCVMC CIP FY2017, BU921	—	2,022,750	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,295,583</b>	<b>\$ 1,427,390</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 4,811,550</b>	<b>\$ 4,811,550</b>



**SCVMC Operations Fund 0060 — Cost Center 092106**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0060-VMC Enterprise Fund (Fund Number 0060)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5,561.9	\$ 1,499,419,743	\$ 1,491,542,303
Board Approved Adjustments During FY 2016	227.4	(970,300)	(3,832,179)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.3	22,377,461	—
IntraCounty Adjustments	—	4,654,553	(42,107,040)
Other Adjustments	—	49,952,080	121,953,014
<b>Subtotal (Current Level Budget)</b>	<b>5,789.0</b>	<b>\$ 1,575,433,537</b>	<b>\$ 1,567,556,097</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,721,547	\$ 21,857,096
Decision Packages			
Enhance Inpatient Services	57.0	975,165	45,000
Enhance Ambulatory Care Services	8.0	—	—
Delete Chronically Vacant Positions	-6.5	102,996	—
Expand Renal Care	9.0	1,472,235	—
Expand Rehabilitation Services	17.0	2,975,880	3,614,960
Enhance Mental Health Services Act Financial Support	1.0	—	—
Behavioral Health Electronic Health Record	2.0	252,632	—
Downtown Clinic	32.0	8,331,591	—
Custody Electronic Health Record Phase 2	2.0	252,632	—
Capital Improvement Adjustment	—	(1,427,390)	—
Fixed Asset Expenditures	—	6,003,632	—
Expanded Children's Medical Coverage	—	584,100	—
Community Health Partnership	—	3,000,000	—
Augment Jail Dental Services	1.0	196,522	—
Custody Health Behavioral Teams	—	1,768,558	—
Public Safety Realignment (AB109) Add Staff to Mobile Med U	4.0	405,898	—
Enhanced Services from Information Services Department (ISD)	—	(1,098,942)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>126.5</b>	<b>\$ 25,517,056</b>	<b>\$ 25,517,056</b>
<b>Recommended Budget</b>	<b>5,915.5</b>	<b>\$ 1,600,950,593</b>	<b>\$ 1,593,073,153</b>



# Section 5: Housing, Land Use, Environment and 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
- Consumer and Environmental Protection Agency
  - Department of Agriculture and Environmental Management
  - Department of Environmental Health
  - Vector Control District
- Department of Parks and Recreation

### ➔ Roads and Airports Departments

- Roads Department
- Airports Department

### ➔ County Fire Districts

- Santa Clara County Central Fire Protection District
- Los Altos Hills County Fire District
- South Santa Clara County Fire District

# Housing, Land Use, Environment & Transportation

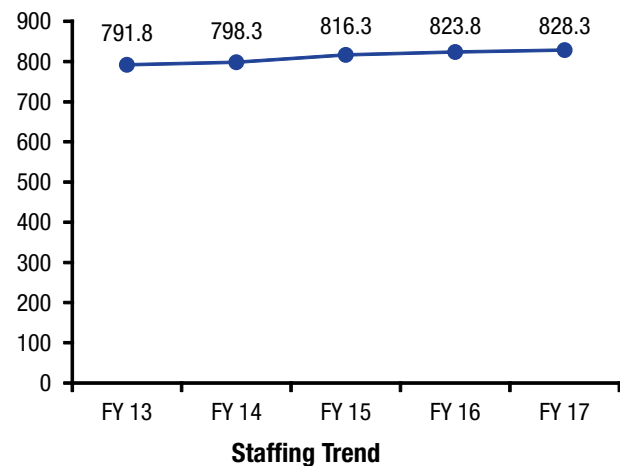
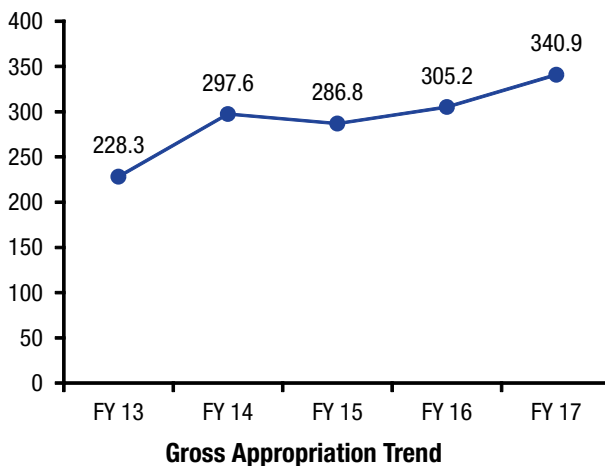
Planning and Development  
Budget Unit 260

Roads and Airports Departments  
Budget Units 603, 608

Consumer & Environmental Protection Agency  
Budget Units 261, 262, 411

Fire Districts  
Budget Units 904, 979, 980

Parks and Recreation  
Budget Unit 710



Staffing Trend data does not include the Santa Clara County Central Fire District Employees

Section 5: Housing, Land Use, Environment & Transportation



## Net Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
260	Department of Planning and Development	\$ 12,989,412	\$ 15,853,980	\$ 18,892,805	\$ 19,214,739	\$ 3,360,759	21.2%
710	Parks and Recreation Department	53,497,073	57,970,815	47,750,490	60,042,295	2,071,480	3.6%
262	Agriculture and Environmental Mgmt	14,307,257	16,857,513	17,698,159	19,467,546	2,610,034	15.5%
261	Department of Environmental Health	18,045,124	22,206,557	22,449,813	23,252,561	1,046,004	4.7%
411	Vector Control District	7,097,778	7,631,041	8,461,424	8,466,310	835,269	10.9%
603	Roads & Airports Department - Roads	69,352,748	47,870,897	50,041,370	56,908,382	9,037,485	18.9%
608	Roads & Airports Dept - Airports	2,102,230	2,588,252	2,459,841	5,403,554	2,815,302	108.8%
904	Central Fire Protection District	91,117,134	104,187,343	96,242,068	118,919,729	14,732,386	14.1%
979	Los Altos Hills County Fire District	9,196,119	11,628,480	6,346,431	10,324,001	(1,304,479)	-11.2%
980	South Santa Clara County Fire Protection District	4,756,833	6,204,342	6,107,367	6,382,367	178,025	2.9%
<b>Total Net Expenditures</b>		<b>\$ 282,461,707</b>	<b>\$ 292,999,220</b>	<b>\$ 276,449,769</b>	<b>\$ 328,381,485</b>	<b>\$ 35,382,265</b>	<b>12.1%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
260	Department of Planning and Development	\$ 13,228,290	\$ 15,970,609	\$ 19,004,434	\$ 19,326,368	\$ 3,355,759	21.0%
710	Parks and Recreation Department	54,602,217	59,670,815	49,455,182	61,746,987	2,076,172	3.5%
262	Agriculture and Environmental Mgmt	17,302,993	20,823,303	21,809,553	23,556,687	2,733,384	13.1%
261	Department of Environmental Health	18,383,068	22,651,583	22,901,948	23,704,696	1,053,113	4.6%
411	Vector Control District	7,111,290	7,631,041	8,461,424	8,466,310	835,269	10.9%
603	Roads & Airports Department - Roads	73,714,661	52,070,897	50,041,370	61,108,382	9,037,485	17.4%
608	Roads & Airports Dept - Airports	2,102,230	2,588,252	2,459,841	5,403,554	2,815,302	108.8%
904	Central Fire Protection District	92,529,719	105,825,343	98,237,404	120,915,065	15,089,722	14.3%
979	Los Altos Hills County Fire District	9,196,119	11,628,480	6,346,431	10,324,001	(1,304,479)	-11.2%
980	South Santa Clara County Fire Protection District	4,756,833	6,204,342	6,107,367	6,382,367	178,025	2.9%
<b>Total Gross Expenditures</b>		<b>\$ 292,927,419</b>	<b>\$ 305,064,665</b>	<b>\$ 284,824,955</b>	<b>\$ 340,934,418</b>	<b>\$ 35,869,752</b>	<b>11.8%</b>

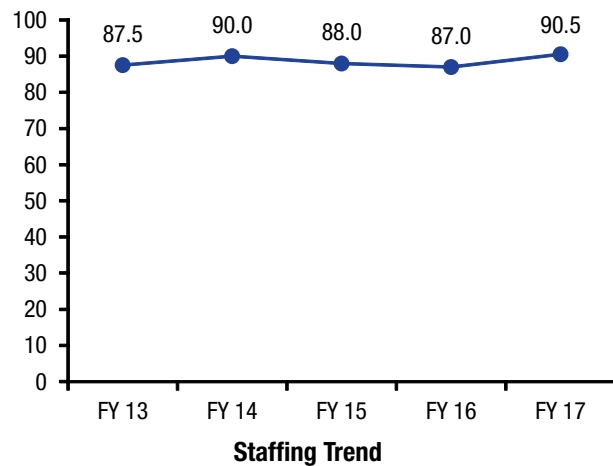
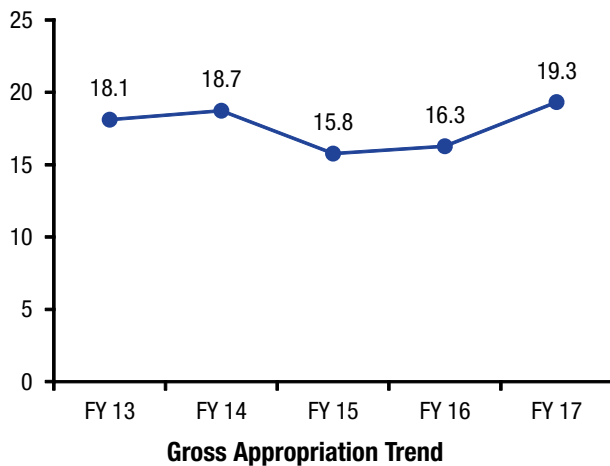
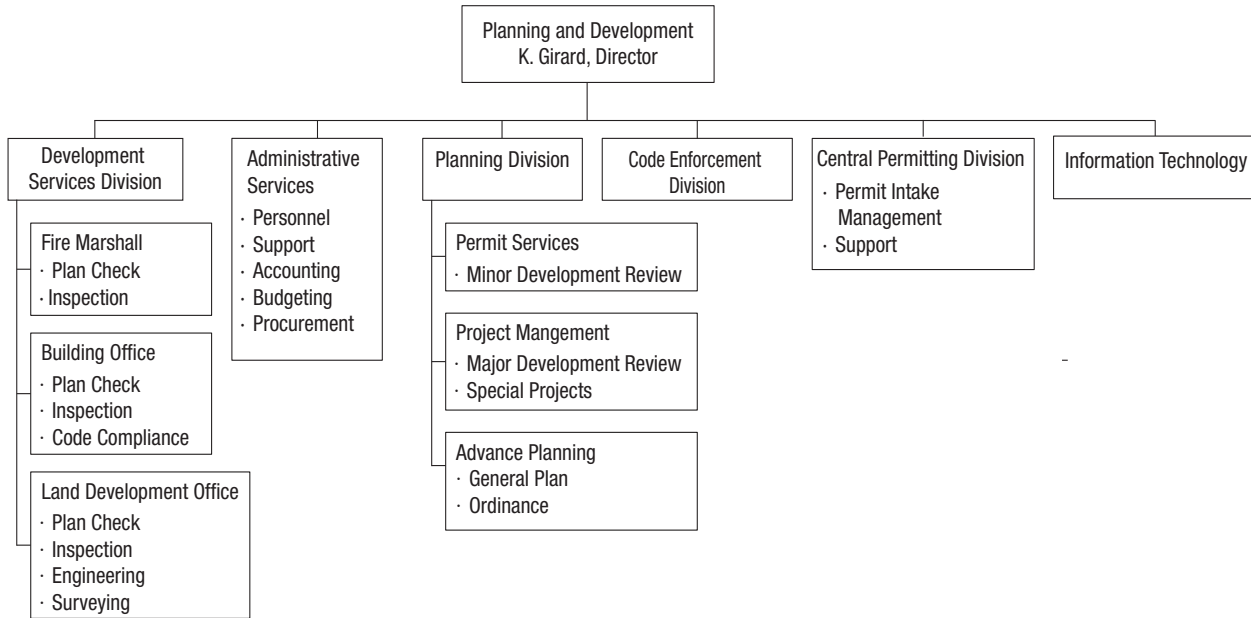


## Revenues By Department

BU	Department Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
260	Department of Planning and Development	\$ 8,957,541	\$ 9,316,960	\$ 11,877,944	\$ 11,970,944	\$ 2,653,984	28.5%
710	Parks and Recreation Department	55,200,367	58,963,177	62,504,421	62,504,421	3,541,244	6.0%
262	Agriculture and Environmental Mgmt	10,935,029	9,835,376	10,431,679	10,569,029	733,653	7.5%
261	Department of Environmental Health	20,765,771	20,637,021	21,102,818	21,102,818	465,797	2.3%
411	Vector Control District	7,141,395	7,114,889	7,112,367	7,112,367	(2,522)	0.0%
603	Roads & Airports Department - Roads	63,875,152	39,439,949	36,546,606	46,072,216	6,632,267	16.8%
608	Roads & Airports Dept - Airports	2,514,155	2,092,900	2,126,550	5,126,550	3,033,650	144.9%
904	Central Fire Protection District	95,666,654	95,664,450	101,791,739	101,791,739	6,127,289	6.4%
979	Los Altos Hills County Fire District	9,271,640	9,607,168	10,050,000	10,050,000	442,832	4.6%
980	South Santa Clara County Fire Protection District	4,927,839	5,849,814	5,817,900	5,817,900	(31,914)	-0.5%
<b>Total Revenues</b>		<b>\$ 279,255,541</b>	<b>\$ 258,521,704</b>	<b>\$ 269,362,024</b>	<b>\$ 282,117,984</b>	<b>\$ 23,596,280</b>	<b>9.1%</b>



# Department of Planning and Development





## Public Purpose

- **Maintain and Enhance the Quality of the Built Environment**
- **Preserve and Enhance Natural and Historical Resources**
- **Preserve the Quality of Life for Urban County Residents**



## Description of Major Services

### Development Services Division

The Development Services Division consists of the Building Inspection Office, the Fire Marshal's Office and the Land Development Office. Through permitting, plan review and inspection, the Development Services Division regulates construction in unincorporated Santa Clara County.

The Building Inspection Office issues building permits for construction of new buildings and remodels, additions or other alterations of existing buildings. The Office ensures that structures are safe, accessible, green, energy efficient and in compliance with the County's building codes. The office also confirms compliance with the County's construction related to floodplain requirements.

The Fire Marshal's Office is operated through contract with the Santa Clara County Central Fire Protection District. As part of the building permit process, the Fire Marshal's Office reviews plans and conducts field inspections of construction projects verifying conformance with County and State Fire Marshal requirements contained in the building codes. The office also issues permits, reviews plans and conducts inspections for fire sprinkler and fire alarm systems.

The Land Development Office reviews site improvement plans, issues grading and drainage permits, and performs inspections to ensure that land development is completed in a safe and environmentally sound manner considering geologic, flood and other hazards. The County Surveyor, within the Land Development Office, maintains the integrity of real property boundaries by reviewing and approving maps and other official survey documents as required by State Code and County Ordinance. The County Surveyor also directs the review and approval of annexation boundaries for the Local Agency Formation Commission (LAFCO) and all city conducted annexations, prepares special district boundaries for the County, and provides surveying services for other County departments.

The Development Services Division also investigates code related complaints and works with property owners to achieve code compliance in a variety of areas, including: work done without required building, grading or fire permits, inadequate means of storm water or erosion control, substandard or illegal housing, unsafe structures and other non-code compliant issues in the County.

Development Services staff work collaboratively to eliminate additional or redundant review and inspections between offices and reduce perceived code conflicts often caused by overlapping regulations and authorities. The focus on coordination and teamwork results in an accurate, thorough and timely process, providing a valuable service to customers.

### Planning Division

The Planning Division reviews and shapes land use and development to conform to the County's General Plan Land Use Policies and Zoning Ordinances. The Planning Division also conducts advanced planning through updates to the General Plan and conducts special projects to advance community interests identified by the Board of Supervisors. The Division supports the Planning Commission and the Board of Supervisors on a variety of land use and development matters. Other responsibilities include policy analysis, GIS services, research and technical assistance relating to land use, housing, environmental protection, historic preservation and demographics. The Division supports the Airport Land Use Commission and implements the Santa Clara Valley Habitat Plan for private development projects in the unincorporated areas. The Planning Division also administers the Williamson Act, Historic Preservation Ordinance and Surface Mining and Reclamation Act (SMARA).

**Williamson Act** The County sustains a variety of viable agricultural operations that continue to flourish, such as cattle production, row crops, orchards, grape and wine production, and nurseries. Since the late 1960's, the County has been an active participant in the Williamson Act, a statewide program that enables private landowners to contract with local governments to voluntarily restrict their land to agricultural use and other compatible uses in return for a reduced property assessment, resulting in lower property taxes.

**Historic Preservation** Stewardship of Santa Clara County's historic resources, with their unique opportunities and challenges, is the focus of the Historic Preservation Program. The County's General Plan policies for historic resources and Historic Preservation Ordinance serve as the backbone of the program, which identifies and protects historic properties and districts.

**SMARA** The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require the County to serve as the lead agency for surface mines including associated reclamation plans. The County currently has eight mines that are subject to SMARA. All eight mines within unincorporated Santa Clara County have approved reclamation plans. Currently, three mines are active operations that extract and sell minerals used primarily in construction. The remaining five mines are being reclaimed, but no further mineral harvesting is taking place. Each year, County staff inspects the mines for compliance with SMARA, prepares the inspection reports, and files those reports with the State Office of Mine Reclamation.

### Code Enforcement Division

The Code Enforcement Division is responsible for the enforcement of the County Ordinance Code related to land use, including coordinating the efforts of the Development Services and Planning Divisions. The Division also provides liaison services to other County departments such as Environment Health, Roads and Airports and the Sheriff's office as well as State agencies. Code Enforcement responds to citizen complaints and other department referrals to evaluate and remedy code violations. Code Enforcement is also a participant in the County's Vehicle Abatement Program (AVASA), which provides for the removal of non-operative vehicles from private property in the unincorporated areas of the County. The Division also administers the Administrative Hearing Process and works with the Office of the District Attorney and the Office of the County Counsel to represent the County on civil and criminal violation complaints.

## Current and Emerging Issues

### Transformation and Modernization Project

In FY 15-16, the Department completed its permit process reengineering project, completed construction and staffing of a new Permit Center, consolidated the

Building, Fire and Engineering offices into a single Development Services Division, and initiated a Department-wide staff development and training program. The primary focus of the Transformation and



Modernization Project in FY 16-17 will be the Department's configuration and switch over to an integrated software platform to manage permit processing and customer relations. The software will support the reengineered permit process and the operational goals of the TM Project to decrease overall permit processing time by 40% and increase customer satisfaction scores 20% over baseline levels.

### **Sustainable Agricultural Lands Strategy**

At the December 15, 2015 Board of Supervisors' hearing, the Board accepted a \$100,000 Sustainable Agricultural Lands Conservation grant award from the Department of Conservation to prepare a Sustainable Agricultural Lands Conservation Framework for Southern Santa Clara County. The County was one of five jurisdictions in the state to receive this competitive grant.

The proposed Framework is intended to create a new regional approach for preserving agricultural lands and sustaining a strong farming industry in Southern Santa Clara County. Preparation of the Framework will be a two year process starting with mapping of agricultural lands most at risk, followed by collaborative development of a Draft Framework identifying new policies and programs to preserve agricultural lands and finishing with the preparation of a Final Framework for adoption by the County and other local agencies; such as, the Cities of Morgan Hill, Gilroy, San Jose, LAFCO, and the Santa Clara County Open Space Authority.

The Santa Clara County Open Space Authority is a partner on this project and will assist in preparation of the Framework.

### **Code Enforcement**

The Department is engaged in a two-year plan to improve the County's Code Enforcement Program.

The Department is transitioning from a predominately Investigate and Notice code enforcement model to a Compliance, Enforcement and Abatement model. Under this new model, staff will no longer simply document violations and send Notices of Violation, but will actively seek and incentivize compliance through the use of fines, recovery of costs, Administrative Citations, Compliance Orders, Compliance Agreements, and civil action, if necessary. The program will reward compliance and incentivize voluntary correction of violations at the earliest, lowest-cost levels; however, uncooperative violators will be faced with escalating

financial and civil consequences until abatement is achieved. By presenting code violators with simpler, less expensive paths to code compliance while communicating all potential enforcement options and costs, it is anticipated that the majority of code violators will opt for voluntary compliance in lieu of larger fines, penalties and civil action. This framework will ultimately result in improved compliance rates and a more manageable workload for the Code Enforcement Division and County Counsel.

As envisioned, the program would consist of three tiers. The Compliance Program tier would be the first tier where the emphasis would be identification of violations and promotion of voluntary compliance.

The Enforcement Program tier would be the second tier reserved for violations that could not be successfully abated in the first tier. At this tier, the emphasis would be abatement of violations through the application of a series of escalating consequences commensurate with severity of the violation and degree of non-cooperation.

The Abatement Program tier would be the third tier reserved for violations that represent immediate or emergent threats to public health or safety and could not be abated through the first two tiers.

To implement this new model, the Department is consolidating the Building, Zoning and Grading code enforcement staff into a central Code Enforcement Division to improve consistency, quality and efficiency. The Employee Services Agency is reclassifying Zoning Investigator positions to Code Enforcement Officers to reflect new roles. The Department has added two Permit Technicians to Code Enforcement and is requesting two new Code Enforcement Officer I/II positions in the FY 16-17 budget. Finally, working with the County Counsel's Office, the Department is preparing a set of ordinance revisions to create the tools necessary for an abatement oriented program.

### **Plan Check and Building Inspection Services to County Departments**

In FY 15-16, the Facilities and Fleet Department implemented permitting, plan review and building inspection for County facility and capital building projects. Under this program the Department of Planning and Development reviews County projects for compliance with building construction and fire codes. The program is now in full operation and will continue through FY 16-17.

## Green Buildings and Infrastructure

Recently adopted State legislation requires the County to develop and pass an ordinance that streamlines the permitting process for electrical vehicle charging stations similar to the County ordinance adopted in FY 15-16 which streamlined the permitting process for photovoltaic solar panels. The Department will develop and present the ordinance before the due date of September 2017. In the meantime, permit applications for electric vehicle charging stations and photovoltaic solar panels will be processed in an efficient and time sensitive manner.

California Building Code requirements that protect the public and the environment become more in-depth and comprehensive with each code edition as a result of lessons learned from earthquakes, storms, floods, fires and other natural or man-made disasters. The 2016 edition of the California Building Codes becomes effective on January 1, 2017 requiring new training for staff so they can continue to provide precise, effective application of the California Building Code, Green Building Code, Energy Code.

The Development Services Division is investigating the potential for onsite treatment and reuse of greywater at private properties. By collecting water from lavatories, showers and washing machines, treating it onsite, storing and reusing the water to flush toilets or for irrigation, potable water use by most households can be reduced by up to 25 percent. It's important that all greywater treatment and reuse systems be environmentally safe and compliant with codes and recognized national standards. The Division will continue to investigate available new products and technologies in this emerging industry and will remain involved with the development of a model water conservation ordinance while looking for ways to encourage the use of code compliant greywater treatment and reuse systems.

## Earthquake Preparedness

An important responsibility of the Development Services Division is the rapid evaluation of buildings to identify and placard buildings that are unsafe, and just as importantly, to get residents and business owners back into safe buildings expeditiously after a significant seismic event.

Development Services staff continues the development of a department earthquake preparedness plan which includes inter-departmental professional and technical

staff. Licensed County engineers, architects and geologist have undergone training and are certified to the same standard that is required for licensed professionals and building inspectors to participate in mutual aid across the state. These certified professional staff will evaluate County owned buildings after a major earthquake, reducing the time to evaluate County owned buildings which support essential services and reducing the wait time for Development Services inspectors to evaluate private properties.

## Historical Heritage-Certified Local Government Program

The Department will be re-applying for grant funding from the State Office of Historic Preservation to conduct historical surveys of County neighborhoods.

## Permit Streamlining Ordinance Revisions

The Department is preparing ordinances for Board consideration that would streamline the review process for Administrative Permits and Subdivisions, and relax development standards for second units.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Expand Code Enforcement Program	↑	Improve response to code enforcement complaints and violations	(1.0)	\$175,904	(\$920)
Increase Revenues and Expenditures for Development Services	↑	Support new positions for expanded workload	—	—	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Expand Code Enforcement Program

**Recommended Action:** Allocate \$328,198 to fund the addition of two new positions in FY 16-17 and delete 1.0 FTE Junior Civil Engineer position. The specific job classifications are to be determined by the Employee Services Agency Human Resources Department. Increase expenditures to cover the cost of services and supplies (\$5,000 ongoing) and vehicles (\$53,780 one-time) for new positions. Increase various fees and fines revenue by \$24,000.

**Service Impact:** The addition of two new classifications and associated services and supplies will enable the Department to expand the services and responsibilities of the line staff and the division which is now staffed with three Zoning Investigators and one Code Enforcement Program Manager. The newly created Code Enforcement Officer II/I classification has expanded scope and responsibilities beyond those of the current Zoning Investigator classification, including responsibility for investigating Building and Land Development Engineering violations, as well as Zoning ordinance violations, and increasing the scope to include enforcement of these ordinances, rather than just investigation.

This will allow the Division to: reduce the historic backlog of approximately 4,000 building, zoning and grading violation cases, some of which dates back to the 1990s; increase the responsiveness and timely resolution of new complaints; create a more robust program to respond to and resolve current complaints and violations; increase the level of enforcement, application of and collection of Administrative Fines for on-going Ordinance violations.

**Background:** The Department of Planning and Development received direction from the Board of Supervisors in May 2014 and HLUET in November 2015 to address several underperforming areas in its Code Enforcement program; increase responsiveness and timely resolution of new code enforcement complaints and to enhance support for multi-agency enforcement actions, such as the Marijuana Eradication Team, County Counsel litigation, and the Unpermitted Massage Parlor/Human Trafficking task forces.

In reference to this budget proposal, FAF has submitted a request to increase reimbursement for auto services (\$21,000) and fuel costs (\$9,000).

**Positions Deleted: 1.0 FTE**  
**Ongoing Net Cost: \$175,904**

Ongoing Revenue: \$24,000

**One-time Savings: \$920**

Salary savings reflecting time for recruitment: \$54,700

One-time cost for law enforcement vehicles: \$53,780

#### ↑ Increase Revenues and Expenditures for Development Services

**Recommended Action:** Increase revenues and expenditures to reflect new position expenditures and associated revenues.

**Service Impact:** The Department of Planning and Development anticipates a significant increase in workload due to capital projects projected by Stanford, impending County capital projects and other private residential and commercial projects. In order to accommodate the increased workload, the Department



added five new positions on February 9, 2016. The additional services and supplies required by the new positions will be funded by an increase in revenue.

In reference to this budget proposal, FAF has submitted a request to increase reimbursement for auto services (\$21,000) and fuel costs (\$9,000).

**Ongoing Net Cost: \$0**

Ongoing Cost: \$69,000  
Ongoing Revenue: \$69,000

**Department of Planning and Development— Budget Unit 260  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1179	Surveyor Monument Fund 0366	\$ 94,845	\$ 95,000	\$ 90,000	\$ 90,000	(5,000)	-5.3%
026001	Planning & Development Fund 0001	12,894,567	15,758,980	18,802,805	19,124,739	3,365,759	21.4%
<b>Total Net Expenditures \$</b>		<b>12,989,412 \$</b>	<b>15,853,980 \$</b>	<b>18,892,805 \$</b>	<b>19,214,739 \$</b>	<b>3,360,759</b>	<b>21.2%</b>

**Department of Planning and Development— Budget Unit 260  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1179	Surveyor Monument Fund 0366	\$ 94,845	\$ 95,000	\$ 90,000	\$ 90,000	(5,000)	-5.3%
026001	Planning & Development Fund 0001	13,133,445	15,875,609	18,914,434	19,236,368	3,360,759	21.2%
<b>Total Gross Expenditures \$</b>		<b>13,228,290 \$</b>	<b>15,970,609 \$</b>	<b>19,004,434 \$</b>	<b>19,326,368 \$</b>	<b>3,355,759</b>	<b>21.0%</b>

**Department of Planning and Development— Budget Unit 260  
Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 11,043,398	\$ 12,699,902	\$ 14,156,984	\$ 14,297,188	1,597,286	12.6%
Services And Supplies	2,167,678	3,270,707	3,692,048	3,763,198	492,491	15.1%
Fixed Assets	17,214	—	—	110,580	110,580	n/a
Operating/Equity Transfers	—	—	1,155,402	1,155,402	1,155,402	n/a
<b>Total Gross Expenditures \$</b>	<b>13,228,290 \$</b>	<b>15,970,609 \$</b>	<b>19,004,434 \$</b>	<b>19,326,368 \$</b>	<b>3,355,759</b>	<b>21.0%</b>
Expenditure Transfers	(238,878)	(116,629)	(111,629)	(111,629)	5,000	-4.3%
<b>Total Net Expenditures \$</b>	<b>12,989,412 \$</b>	<b>15,853,980 \$</b>	<b>18,892,805 \$</b>	<b>19,214,739 \$</b>	<b>3,360,759</b>	<b>21.2%</b>



**Department of Planning and Development— Budget Unit 260**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1179	Surveyor Monument Fund 0366	\$ 36,200	\$ 41,355	\$ 41,355	\$ 41,355	—	—
026001	Planning & Development Fund 0001	8,921,341	9,275,605	11,836,589	11,929,589	2,653,984	28.6%
<b>Total Revenues</b>		<b>\$ 8,957,541</b>	<b>\$ 9,316,960</b>	<b>\$ 11,877,944</b>	<b>\$ 11,970,944</b>	<b>2,653,984</b>	<b>28.5%</b>

**Department of Planning and Development— Budget Unit 260**  
**Revenues by Type**

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Other Financing Sources	\$ 2,143,486	\$ 2,778,443	\$ 3,894,726	\$ 3,963,726	\$ 1,185,283	42.7%
Licenses, Permits, Franchises	4,466,076	4,599,175	5,468,781	5,468,781	869,606	18.9%
Charges For Services	2,232,369	1,795,570	2,423,152	2,423,152	627,582	35.0%
Fines, Forfeitures, Penalties	115,609	143,772	91,285	115,285	(28,487)	-19.8%
<b>Total Revenues</b>	<b>\$ 8,957,541</b>	<b>\$ 9,316,960</b>	<b>\$ 11,877,944</b>	<b>\$ 11,970,944</b>	<b>2,653,984</b>	<b>28.5%</b>

**Surveyor Monument Fund 0366 — Cost Center 1179**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0366-Survey Monument Preservation Fund (Fund Number 0366)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 95,000	\$ 41,355
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,000)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 90,000</b>	<b>\$ 41,355</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 90,000</b>	<b>\$ 41,355</b>



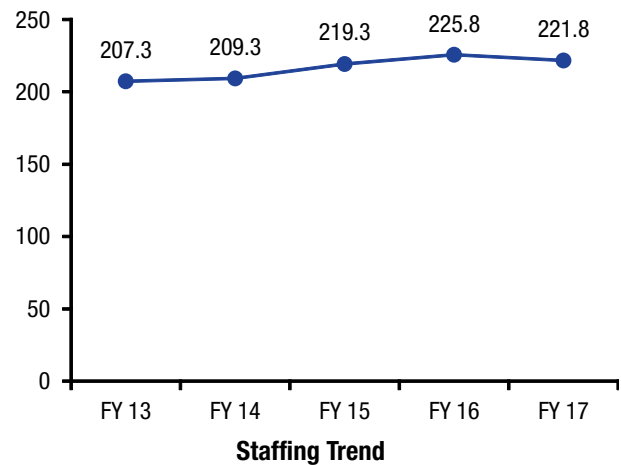
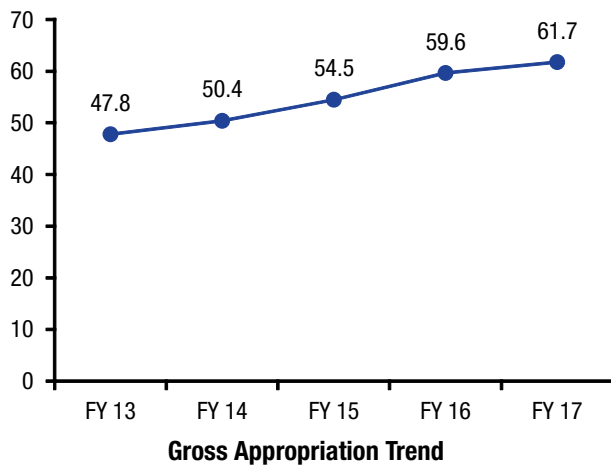
**Planning & Development Fund 0001 — Cost Center 026001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	87.0	\$ 15,758,980	\$ 9,275,605
Board Approved Adjustments During FY 2016	4.5	809,955	877,252
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	679,900	—
IntraCounty Adjustments	—	406,980	—
Other Adjustments	—	1,146,990	1,683,732
<b>Subtotal (Current Level Budget)</b>	<b>91.5</b>	<b>\$ 18,802,805</b>	<b>\$ 11,836,589</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 53,950	\$ —
Decision Packages			
Expand Code Enforcement Program	-1.0	198,984	24,000
Increase Revenues and Expenditures for Development Services	—	69,000	69,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ 321,934</b>	<b>\$ 93,000</b>
<b>Recommended Budget</b>	<b>90.5</b>	<b>\$ 19,124,739</b>	<b>\$ 11,929,589</b>





# Department of Parks and Recreation



Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ **Provide, Protect, and Preserve Regional Parklands for the Enjoyment, Education, and Inspiration of this and Future Generations**



## Description of Major Services

The County of Santa Clara's five decade legacy of providing outstanding recreational opportunities in beautiful natural locations has resulted in one of the largest regional park systems in California. Our mission is to provide, protect and preserve regional parklands for the enjoyment, education and inspiration of this and future generations. Since the first county parkland was acquired in 1924, the County of Santa Clara park system has grown to include 29 regional parks encompassing nearly 50,000 acres of land. You will find hundreds of miles of hiking, biking and equestrian trails; campgrounds, yurts, lakes, cultural and historic sites and a wide array of outdoor recreational opportunities, including: archery ranges, a velodrome, visitor centers, a shooting range, off-road trails, dog parks, golf courses and special event venues.

Our dedicated ranger, maintenance, resource and interpretive staff are indispensable complements to the overall park experience; taking an active role in the stewardship of the County's finest natural resources and waterways. With the assistance of our 3,000 volunteers who selflessly donate more than 75,000 hours each year, staff is dedicated to providing an excellent park customer experience year-round.

Other facilities include:

- Four major interpretive facilities and the Casa Grande mining history museum

- 3 off leash dog facilities
- 10 reservoirs with 4 operating boat launches
- 12 campgrounds, including a total of 304 individual campsites, 61 RV campsites, 8 group campsites, 8 equestrian campsites, 10 amphitheatres, 4 RV dump stations, 6 shower facilities
- 46 group picnic facilities including 16 covered structures
- 2 golf courses
- Unique facilities such as fly-casting ponds, off-road motorcycle park and disc golf course
- 75 restroom facilities
- 343 miles of trails including 56 miles of paved trails
- 29 miles of paved roads and 135 paved parking lots for a total of 5,233 spaces
- 10 water systems entirely built and operated by Parks staff
- 28 vehicle bridges and 83 foot bridges
- 77 acres of irrigated lawns and landscaped areas
- 46,434 land acres and 2,890 lake acres

The Parks Operations Division provides the protection of park customers, natural resources and property through a comprehensive program of patrol,

enforcement, education, interpretation and emergency services to ensure the customer has a safe and quality outdoor recreational experience.

The Park Maintenance Division provides clean, safe, accessible park grounds and facilities that give customers the opportunity to enjoy their park resources.

Natural Resources Division ensures the preservation of natural systems that will provide a living legacy for future generations by involving the public, resource agencies and adjacent landowners in resource management efforts.

Interpretation/Outdoor Recreation Division fosters an awareness and appreciation of Santa Clara County's natural, cultural and historical resources through

quality interpretive programs, facilities and services and engages the customer in spirit of community pride and ownership of County Parks.

Real Estate services acquires regional parklands for recreational use and protection of natural and cultural resources; maintains partnerships with other private and public entities to enhance regional recreational opportunities.

Planning Division meets the community and department needs for regional recreation and historical preservation by providing planning and environmental review for the park customer at all stages of park and trail planning and development.

Construction Services Division implements the Department's capital projects and assists field staff in the implementation of maintenance and repair projects by preparing plans, and specifications, and administering construction projects.

## The Park Charter Fund

Since 1972, County residents have demonstrated a commitment to regional parks through the establishment and renewal of the Park Charter Fund (Section 604 of the County Charter). The residents have voted favorably six times to set aside a certain percentage of the County's property tax dollars for parkland acquisition, development, maintenance and operation. The Park Charter Fund is not a new or additional tax, but rather a set-aside of existing property

tax dollars collected by the County. Most recently, the voters renewed the Park Charter fund in June 2006 with an overwhelming 71 percent passing rate. At that time, voters approved a \$0.01425 per \$100 assessed valuation set-aside that commenced July 2009 and continues until June 2021. The greatest use of the Park Charter Fund is for ongoing operation and maintenance expenses with 15 percent of the Fund dedicated to land acquisition and 5 percent to Capital Improvements.

## Current and Emerging Issues

### Planning for Service Effectiveness and System Sustainability

The County's regional park system encompasses an incredible array of 29 parks comprised of approximately 50,000 acres of rich park land with natural, cultural, historic, and scenic resources. The system continues to grow and age; both factors drive increasing demands for investment in park development, rehabilitation, and operating resources.

If the amended and extended Park Charter measure is approved by voters, the Department will have approximately \$72 million over the next decade to use

for purchasing additional parkland. The Department will work with the Board and partner organizations to clarify land acquisition priorities, identify the operating impacts of the expanding system, coordinate strategic partnerships to leverage investments and maximize outcomes related to acquisition, development and operation.

The Department currently owns approximately 12,000 acres of parkland that has not yet been opened to public access and use. The ten year financial projection identified park development and rehabilitation projects totaling at least \$183 million. Assuming the passage of

the Park Charter measure, the Department will have approximately \$69 million in dedicated resources for park development and rehabilitation over the next ten years. The Department will seek to develop a long range capital plan that will, within limited resources, balance competing priorities of rehabilitating aging infrastructure, updating visitor serving amenities to meet the needs of our increasingly diverse and urban community, and opening parkland to public access. The capital plan will also identify the operating impacts of proposed capital projects to ensure the Department can sustainably operate the park system over the long term.

As the Department develops these long range plans, the time is right to embark on the process of updating its 2003 Strategic Plan with the intent of splitting the document into two plans, one a long range vision plan that will consolidate the policy framework and long range goals described in other planning documents, including the General Plan, the current Strategic Plan, the Parkland Acquisition Plan, the Countywide Trails Master Plan (including the 2014 Prioritization and Gaps Analysis study), and the Santa Clara Valley Habitat Plan. The vision plan will also seek to coordinate County Parks' goals with those of partner agencies including the Santa Clara Valley Habitat Agency, the Open Space Authority, and the Mid-peninsula Regional Open Space District. The Department will also develop a three to five year Strategic Plan that is focused on actions the Department will need to take to achieve the goals described in the long range vision plan.

### **Habitat Conservation Plan Implementation**

The Santa Clara Valley Habitat Agency has been operating for a couple of years; 2015 saw the first enrollment in the reserve system, Coyote Ridge. The Department has been working with the Habitat Agency in anticipation of bringing the first potential County parkland for enrollment into the reserve system to the Board for consideration. Increasing staff resources will likely be required to support the Department's commitments to enrolling lands and operating reserve lands once they are enrolled. The Habitat Agency is also interested in sharing staff where doing so is beneficial to both agencies.

### **Martial Cottle Park Development, Operations and Life Estate Area Planning**

The County's newest park, 287-acre Martial Cottle Park, opened in late 2014. The County and State-owned agricultural park, located at Snell Avenue and Branham

Road in San Jose, includes approximately 4 miles of multi-use trails, 35 acres of developed parkland (picnic areas, passive use areas, children's discovery area, restroom facilities, public parking, staff/maintenance building and visitor center), 22 acres of Cooperative Partner use areas (UCCE Master Gardeners, 4-H and research fields; urban forestry and a community garden), and almost 200 acres of active farmland. With construction of Phase 1 complete and open to public use, additional resources will be required to support the operation of the park. Later in 2016 the department expects to begin the planning process for including the life estate, which includes the historic homestead and active agricultural uses, into the broader park.

### **Adapting Facilities to Meet Changing Needs**

As the County's population has grown increasingly urban and diverse, and as technology has advanced, the recreational desires of our residents have diversified and expectations for convenient access to information and customer service have increased. Benchmarking and best practice research show that the department has the opportunity to provide enhanced visitor amenities that will meet the evolving needs of residents, such as: shorter loop trails that are easy to access, adding small reservable picnic areas and small group campsites that cater to our changing demographics, 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.

### **Leveraging Community Support through Volunteers and Partnerships**

Support for the park system is strong among county residents and businesses. The Department will continue its efforts to provide opportunities for those who care about their parks, natural areas, cultural and historic resources and who want to get involved and give back via a variety of opportunities to volunteer as an individual, or part of a community or employer group. The Department will focus on continuing to expand and enhance its capacity to provide training and support to our valued volunteers and will seek to expand strategic partnerships with organizations that share in our mission.

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. Following two years of successful partnership with AmeriCorps, in 2015 the Department requested the County consider transferring ownership of the Muriel Wright Center to the Parks Department for adaptive reuse of the facility as a base of operations for the Department's growing volunteer program, to accommodate the growing Department staff compliment. At this time it appears the Muriel Wright facility will be used for other social service programs; therefore, the Department is exploring options for relocating the Parks Volunteer Program, including AmeriCorps, to an alternate facility.

### **Leveraging Technology for Enhanced Customer Service and Operating Efficiency**

Technology offers the potential for residents and visitors to access information about our parks, to reserve campsites and other facilities, and to obtain 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 and on-line reservation system. It 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 our visitors that the department will endeavor to meet. The Department is exploring strategies for providing increased bandwidth to park sites as a first critical step to being able to access these web-enabled resources. The Department is also seeking information technology solutions that will enable us to more effectively manage our key assets and interactions with park visitors.

### **Organizational Development Update**

The Santa Clara County Parks and Recreation Department is engaged in an ongoing comprehensive organizational development effort supported by the Countywide initiatives stemming from the County Executive's Office.

The Department is shifting its organizational development efforts from focusing on implementing Just Culture principles into everyday job responsibilities to seeking systems and process improvements. Three project teams will assess three core areas where process improvements could lead to significant benefits. One team will address park visitation and park usage data, seeking better methods for estimating attendance and

use potentially through an update of existing processes, ensuring effective use of the reservation and registration software, and incorporating the use of trail or vehicle counters. The goal of the second team will be to match Department accounting processes and methods to data analysis needs. The third team's scope involves connecting the various planning and budgeting processes used by the Department. Additionally, the Department is analyzing its data collection and data usage efforts for possible improvement, consolidation, increased efficiency and effectiveness.

With foundational training provided through the Countywide Center for Leadership and Transformation (CLT) effort, another project team is dedicated to improving the effectiveness of the Department's Volunteer Program. The project team will work over the next year to determine needs and opportunities for volunteer projects in Parks and match these needs and opportunities with knowledge, skills, and abilities offered by existing volunteers and potential new volunteers. The team will also coordinate the introduction of the new volunteer program software that will be used to register volunteers and record their hours, evaluate metrics useful for assessing the success of the volunteer program, and promote recognition for park units that effectively utilize volunteer assistance.

The Department's current organizational development efforts address the Department's strategic theme of fostering a nimble learning organization with engaged and empowered employees by further developing a systems approach, allowing employees to innovate and work on improvements together, accessing front-line knowledge, learning from mistakes, and becoming more data driven.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Fixed Asset Acquisitions	↑	Funding will allow replacement of aging equipment and add new equipment.	—	—	\$230,000
Augment Staff to Support Martial Cottle Park Operations	↑	These positions will support the Martial Cottle Parks operations.	2.0	\$194,677	(\$32,445)
Augment Staff to Manage Park System-wide Facilities	↑	This position will manage the Facilities/Building Program.	1.0	\$188,121	(\$31,353)
Delete Chronically Vacant Positions	●	This action removes two vacant unfunded positions.	(2.0)	—	—
Parks Capital Program	↑	The one-time funding for new capital improvement projects.	—	—	\$11,695,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Fixed Asset Acquisitions

**Recommended Action:** Allocate one-time appropriations for the following fixed assets:

- Polaris ATV - \$16,000
- Pro-Turn Mower - \$7,500
- Fire Pumper (11) - \$120,500
- Flail Mower - \$12,000
- Tilt-bed Trailer - \$8,000
- Polaris Ranger (3) - \$66,000

**Service Impact:** A new all-terrain vehicle (ATV) for the Trail Crew is needed for hauling materials and transporting staff to remote sites in inclement conditions and with minimal impact to the trail tread; a special short-cut mower is requested for Martial Cottle Park turf management; a tow behind trail width flail mower is requested to manage Calero County Parks 20 miles of new trail; a new tilt-bed trailer is requested for the Grounds Crew to transport mowing equipment; two new ATVs are requested for park operations to assist staff in getting to medical calls and accessing single track trails and one replacement off-highway vehicle is for Motorcycle County Park operations. The Department also proposes to replace ten fire pumper units and one additional (new) fire pumper unit for use

in the parks system-wide for initial fire suppression and in implementing the prescribed burn program in County parks.

**One-time Cost: \$230,000**

#### ↑ Augment Staff to Support Martial Cottle Park Operations

**Recommended Action:** Fund 1.0 FTE Park Ranger position (currently unfunded) and add 1.0 FTE Park Service Attendant position to support Martial Cottle Park operations.

**Service Impact:** The addition of these two positions continues the phased approach of staffing Martial Cottle Park. Martial Cottle Park has experienced its first full year of operation and has enjoyed high visitation by the public. The park's seven-day operation along with its many programs necessitates both positions; the Park Ranger will provide public safety, park interpretation, and resource protection and the Park Service Attendant will staff the entrance kiosk for fee collections and provide visitor information.

**Positions Added: 2.0**

**Ongoing Cost: \$194,677**

**One-time Savings: \$32,445**

Salary savings reflecting time for recruitment



## ↑ Augment Staff to Manage Park System-wide Facilities

**Recommended Action:** Add 1.0 FTE Capital Projects Manager III position to manage Park System-wide Facilities.

**Service Impact:** The new CPM will be assigned to manage the Department's Facilities/Buildings Program.

**Background:** In 2014, the Department undertook a condition assessment of its buildings which included all park restrooms, maintenance buildings, visitor centers, and staff field offices that resulted in a current cost estimate of approximately \$20 million in deferred maintenance. The new Capital Projects Manager will be responsible for developing a plan to address high priority deferred maintenance items centered on an annual budget of \$2 million starting in FY 17-18.

**Positions Added: 1.0**

**Ongoing Cost: \$188,121**

**One-time Savings: \$31,353**

Salary savings reflecting time for recruitment

## ↓ Delete Chronically Vacant Positions

**Recommended Action:** Delete 2.0 FTE's Park Ranger II positions that have been chronically vacant for more than two years. The positions are unfunded therefore the Department will not realize any savings as a result of this action.

**Service Impact:** The Office of Budget and Analysis has worked in partnership with the Employee Services Agency and Countywide departments to obtain information on the recruitment status of each vacant position since the fall of 2015. Upon review and analysis of the circumstances related to each vacancy, the above positions are recommended for deletion.

**Background:** On June, 2015, the Board adopted Policy 4.22 Vacant Positions Policy requiring review of the circumstances related to each position that has been vacant continuously for more than two years as part of the development of the Recommended Budget. A recommendation to address the retention or deletion of vacant positions will be included in the annual County Executive's Recommended Budget.

The Department added a Park Ranger II position during the FY 14-15 Adopted budget and with Board approval will add a second through this years budget process. Both positions are in alignment of the Martial Cottle Park Master Plan staffing plan.

**Positions Deleted: 2.0 FTE**  
**Ongoing Net Savings: \$0**

## ↑ Parks Capital Program

**Recommended Action:** Allocate one-time appropriations for fifteen capital projects, acquisition holding account and labor distribution. Funding for these projects comes from a dedicated Park Development Fund and a discretionary Capital Improvement Fund. The selection of projects is based on the following Board-approved high priority ranking criteria:

- Health and safety concerns
- Funding in jeopardy
- Threat of loss of use
- Regulatory requirements

These projects are described in the following table.

**One-time Cost: \$11,695,000**

Project	Purpose	Amount
Calero & Rancho San Vicente Trails Master Plan Implementation	Implementation of a new staging area off McKean Road with a new park entrance, restroom and trail system to connect to the existing Calero County Park trails.	\$250,000
Anderson Visitor Center Exhibit	Outfit the newly constructed Visitor Center as an interpretive center with natural and cultural history interpretive elements	\$150,000
Mobedshahi Site Planning	Initiate planning for the Department's most recent acquisition of over 2,700 acres of land that connects Anderson Lake and Coyote Lake - Harvey Bear Ranch County Parks to each other and to Henry Coe State Park	\$200,000
Paving Management including Sanborn	To replace, repair and/or resurface paved infrastructure within the parks	\$170,000
<b>Total</b>		<b>\$11,695,000</b>



Project	Purpose	Amount
Mountain Bike Park	Provide funding to support the design and development of the County's first dedicated mountain bike park at Sanborn County Park.	\$50,000
Vasona - Los Gatos Creek Trail	The trail will be widened from 8 to 12 foot with two-foot shoulders on each side of the trail.	\$310,000
Vasona Water and Irrigation System	The system is in the final design and needs to meet the current engineer's estimate for construction.	\$215,000
Preventative Maintenance Program	Renovate and upgrade restrooms, bridges, and kiosks.	\$125,000
Strategic Plan Update	The consult has been already been hired for this project and the Department is in initial stages to launch this project.	\$75,000
Unused Structure Management	Remove fully or partially collapsed unused structures within the park system.	\$50,000
Maintenance Management System	Apply a systematic approach to maintenance operation by utilizing a computerized Maintenance Management System.	\$300,000
Building Infrastructure Program	Establish a program for park infrastructure maintenance/improvements.	\$100,000
Park Visitor Center Upgrades	Evaluate and make upgrades and improvements to interpretive exhibits at current Visitor Centers in the County parks.	\$150,000
Utility Infrastructure System	Establish a program for various utility infrastructure within the parks system.	\$50,000
NRM Habitat Restoration Program: Joseph D. Grant Ponds Restoration	Improve five (5) stock ponds inhabited or previously inhabited by California Red Legged Frogs (CRLF) at Grant Park.	\$100,000
Acquisition Holding Account	Set aside 15% of the voter-approved Park Charter Fund for the acquisition of future parklands.	\$7,700,000
Capital Projects Labor Distribution	Set aside to capture labor costs associated with capital projects.	\$1,700,000
<b>Total</b>		<b>\$11,695,000</b>

### Parks and Recreation Department— Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5803	Martial Cottle Park - Fund 0039	\$ 633,374	\$ 1,060,648	\$ 1,408,659	\$ 1,579,075	518,428	48.9%
5851	Volunteer Program Fund 0039	530,337	571,287	550,928	551,345	(19,942)	-3.5%
5852	Interpretive Program Fund 0039	1,342,061	1,709,149	1,879,870	1,881,862	172,713	10.1%
5864	Natural Resource Mgt Fund 0039	782,233	1,272,412	1,318,512	1,319,769	47,357	3.7%
5900	Parks Dedicated Development Fund 0064	1,355,737	2,376,228	280,021	1,625,021	(751,207)	-31.6%
5901	Parks Capital Improvement Fund 0056	9,436,604	3,079,600	50,000	2,600,000	(479,600)	-15.6%
5902	Parks Hist Heritage Fund 0065	104,358	90,000	—	—	(90,000)	-100.0%
5903	Parks Acquisition Fund 0066	1,766,885	7,830,877	248,908	8,048,908	218,031	2.8%
5905	Parks Capital Improve Grant Fund 0067	453,538	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,810,345	2,252,117	2,452,899	2,454,731	202,614	9.0%
5908	Construction Svcs Fund 0039	268,401	912,395	969,150	1,126,965	214,570	23.5%
5879	Retail Program - Fund 0039	107,743	—	40	40	40	n/a





**Parks and Recreation Department— Budget Unit 710**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
071010	Administration Fund 0039	3,877,236	4,061,295	4,630,571	4,633,282	571,988	14.1%
071011	Customer & Business Svcs Fund 0039	5,903,701	5,561,638	5,529,457	5,536,808	(24,830)	-0.4%
071013	Park Operations Fund 0039	13,505,289	14,353,304	15,477,256	15,578,636	1,225,332	8.5%
071014	Park Maintenance Fund 0039	11,619,233	12,839,865	12,954,218	13,105,852	265,987	2.1%
<b>Total Net Expenditures \$</b>		<b>\$ 53,497,073</b>	<b>\$ 57,970,815</b>	<b>\$ 47,750,490</b>	<b>\$ 60,042,295</b>	<b>\$ 2,071,480</b>	<b>3.6%</b>

**Parks and Recreation Department— Budget Unit 710**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5803	Martial Cottle Park - Fund 0039	\$ 633,374	\$ 1,060,648	\$ 1,408,659	\$ 1,579,075	\$ 518,428	48.9%
5851	Volunteer Program Fund 0039	530,337	571,287	550,928	551,345	(19,942)	-3.5%
5852	Interpretive Program Fund 0039	1,342,061	1,709,149	1,879,870	1,881,862	172,713	10.1%
5864	Natural Resource Mgt Fund 0039	858,074	1,272,412	1,318,512	1,319,769	47,357	3.7%
5900	Parks Dedicated Development Fund 0064	1,362,444	2,376,228	280,021	1,625,021	(751,207)	-31.6%
5901	Parks Capital Improvement Fund 0056	9,436,604	3,079,600	50,000	2,600,000	(479,600)	-15.6%
5902	Parks Hist Heritage Fund 0065	104,358	90,000	—	—	(90,000)	-100.0%
5903	Parks Acquisition Fund 0066	1,767,186	7,830,877	253,600	8,053,600	222,723	2.8%
5905	Parks Capital Improve Grant Fund 0067	453,538	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,903,701	2,252,117	2,452,899	2,454,731	202,614	9.0%
5908	Construction Svcs Fund 0039	892,782	912,395	969,150	1,126,965	214,570	23.5%
5879	Retail Program - Fund 0039	107,743	—	40	40	40	n/a
071010	Administration Fund 0039	3,877,236	4,061,295	4,630,571	4,633,282	571,988	14.1%
071011	Customer & Business Svcs Fund 0039	5,903,701	7,261,638	7,229,457	7,236,808	(24,830)	-0.3%
071013	Park Operations Fund 0039	13,505,289	14,353,304	15,477,256	15,578,636	1,225,332	8.5%
071014	Park Maintenance Fund 0039	11,923,790	12,839,865	12,954,218	13,105,852	265,987	2.1%
<b>Total Gross Expenditures \$</b>		<b>\$ 54,602,217</b>	<b>\$ 59,670,815</b>	<b>\$ 49,455,182</b>	<b>\$ 61,746,987</b>	<b>\$ 2,076,172</b>	<b>3.5%</b>



**Parks and Recreation Department— Budget Unit 710**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 26,087,513	\$ 29,218,532	\$ 30,108,320	\$ 30,427,320	\$ 1,208,788	4.1%
Services And Supplies	13,146,808	15,260,283	17,556,862	17,604,667	2,344,384	15.4%
Fixed Assets	13,820,341	13,402,000	—	11,925,000	(1,477,000)	-11.0%
Operating/Equity Transfers	1,547,555	1,690,000	1,690,000	1,690,000	—	—
Reserves	—	100,000	100,000	100,000	—	—
<b>Total Gross Expenditures</b>	<b>\$ 54,602,217</b>	<b>\$ 59,670,815</b>	<b>\$ 49,455,182</b>	<b>\$ 61,746,987</b>	<b>\$ 2,076,172</b>	<b>3.5%</b>
Expenditure Transfers	(1,105,143)	(1,700,000)	(1,704,692)	(1,704,692)	(4,692)	0.3%
<b>Total Net Expenditures</b>	<b>\$ 53,497,073</b>	<b>\$ 57,970,815</b>	<b>\$ 47,750,490</b>	<b>\$ 60,042,295</b>	<b>\$ 2,071,480</b>	<b>3.6%</b>

**Parks and Recreation Department— Budget Unit 710**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5803	Martial Cottle Park - Fund 0039	\$ 3,100	\$ 33,500	\$ 43,500	\$ 43,500	\$ 10,000	29.9%
5851	Volunteer Program Fund 0039	(249)	—	—	—	—	—
5852	Interpretive Program Fund 0039	6,003	—	—	—	—	—
5900	Parks Dedicated Development Fund 0064	2,290,202	2,443,698	2,620,659	2,620,659	176,961	7.2%
5901	Parks Capital Improvement Fund 0056	1,457,563	1,600,000	1,600,000	1,600,000	—	—
5902	Parks Hist Heritage Fund 0065	90,000	90,000	90,000	90,000	—	—
5903	Parks Acquisition Fund 0066	6,896,478	7,331,098	7,861,978	7,861,978	530,880	7.2%
5905	Parks Capital Improve Grant Fund 0067	502,259	—	—	—	—	—
5906	Parks Interest Fund 0068	516,167	1,100,000	1,100,000	1,100,000	—	—
5907	Planning & Dev Fund 0039	1,752,412	1,840,000	1,910,000	1,910,000	70,000	3.8%
071010	Administration Fund 0039	101,713	32,930	7,930	7,930	(25,000)	-75.9%
071011	Customer & Business Svcs Fund 0039	40,958,654	44,116,951	46,895,354	46,895,354	2,778,403	6.3%
071013	Park Operations Fund 0039	625,991	375,000	375,000	375,000	—	—
071014	Park Maintenance Fund 0039	75	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 55,200,367</b>	<b>\$ 58,963,177</b>	<b>\$ 62,504,421</b>	<b>\$ 62,504,421</b>	<b>\$ 3,541,244</b>	<b>6.0%</b>



**Parks and Recreation Department— Budget Unit 710**  
**Revenues by Type**

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Fines, Forfeitures, Penalties	\$ 47,826	\$ —	\$ —	\$ —	—	—
Charges For Services	5,760,540	6,013,500	6,160,500	6,160,500	147,000	2.4%
Other Financing Sources	449,555	545,000	535,000	535,000	(10,000)	-1.8%
Aid From Government Agencies - State	764,306	605,738	605,738	605,738	—	—
Licenses, Permits, Franchises	297,614	350,000	350,000	350,000	—	—
Taxes - Current Property	45,534,334	48,723,205	52,127,449	52,127,449	3,404,244	7.0%
Revenue From Other Government Agencies	1,542,518	1,600,000	1,600,000	1,600,000	—	—
Aid From Government Agencies - Federal	289,312	25,734	25,734	25,734	—	—
Revenue From Use Of Money/Property	514,361	1,100,000	1,100,000	1,100,000	—	—
<b>Total Revenues</b>	<b>\$ 55,200,367</b>	<b>\$ 58,963,177</b>	<b>\$ 62,504,421</b>	<b>\$ 62,504,421</b>	<b>\$ 3,541,244</b>	<b>6.0%</b>

**Martial Cottle Park - Fund 0039 — Cost Center 5803**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget		7.0 \$ 1,060,648	\$ 33,500
Board Approved Adjustments During FY 2016		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	287,632	—
IntraCounty Adjustments	—	30,929	—
Other Adjustments	—	29,451	10,000
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,408,659</b>	<b>\$ 43,500</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 684	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	7,500	—
Augment Staff to Support Martial Cottle Park Operations	1.0	162,232	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 170,416</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 1,579,075</b>	<b>\$ 43,500</b>



**Volunteer Program Fund 0039 — Cost Center 5851**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 571,287	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,602	—
IntraCounty Adjustments	—	(2,036)	—
Other Adjustments	—	(34,925)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 550,928</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 417	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 417</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 551,345</b>	<b>\$ —</b>

**Interpretive Program Fund 0039 — Cost Center 5852**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	11.5	\$ 1,709,149	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	39,345	—
IntraCounty Adjustments	—	21,054	—
Other Adjustments	—	110,322	—
<b>Subtotal (Current Level Budget)</b>	<b>11.5</b>	<b>\$ 1,879,870</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,992	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,992</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.5</b>	<b>\$ 1,881,862</b>	<b>\$ —</b>



**Natural Resource Mgt Fund 0039 — Cost Center 5864**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	7.0	\$ 1,272,412	\$ —
Board Approved Adjustments During FY 2016	-1.0	(90,455)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	49,511	—
IntraCounty Adjustments	—	39,025	—
Other Adjustments	—	48,019	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 1,318,512</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,257	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,257</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,319,769</b>	<b>\$ —</b>

**Parks Dedicated Development Fund 0064 — Cost Center 5900**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0064-County Park Fund - Development (Fund Number 0064)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 2,376,228	\$ 2,443,698
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	103,793	—
Other Adjustments	—	(2,200,000)	176,961
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 280,021</b>	<b>\$ 2,620,659</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks Capital Program	—	1,345,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,345,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,625,021</b>	<b>\$ 2,620,659</b>



**Parks Capital Improvement Fund 0056 — Cost Center 5901**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0056-County Park Fund-Discretionary (Fund Number 0056)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 3,079,600	\$ 1,600,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,600)	—
Other Adjustments	—	(3,025,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 50,000</b>	<b>\$ 1,600,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks Capital Program	—	2,550,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,550,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 2,600,000</b>	<b>\$ 1,600,000</b>

**Parks Hist Heritage Fund 0065 — Cost Center 5902**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0065-Historical Heritage Projects (Fund Number 0065)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 90,000	\$ 90,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(90,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 90,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 90,000</b>



**Parks Acquisition Fund 0066 — Cost Center 5903**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0066-County Park Fund - Acquisition (Fund Number 0066)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 7,830,877	\$ 7,331,098
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	18,031	—
Other Adjustments	—	(7,600,000)	530,880
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 248,908</b>	<b>\$ 7,861,978</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks Capital Program	—	7,800,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 7,800,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 8,048,908</b>	<b>\$ 7,861,978</b>

**Parks Interest Fund 0068 — Cost Center 5906**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0068-County Park Fund - Interest (Fund Number 0068)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ 1,100,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 1,100,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 1,100,000</b>



**Planning & Dev Fund 0039 — Cost Center 5907**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	10.8	\$ 2,252,117	\$ 1,840,000
Board Approved Adjustments During FY 2016	—	(47,343)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	175,222	—
IntraCounty Adjustments	—	13,694	—
Other Adjustments	—	59,209	70,000
<b>Subtotal (Current Level Budget)</b>	<b>11.8</b>	<b>\$ 2,452,899</b>	<b>\$ 1,910,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,832	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,832</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.8</b>	<b>\$ 2,454,731</b>	<b>\$ 1,910,000</b>

**Construction Svcs Fund 0039 — Cost Center 5908**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	5.0	\$ 912,395	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,813	—
IntraCounty Adjustments	—	9,942	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 969,150</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,047	\$ —
Decision Packages			
Augment Staff to Manage Park System-wide Facilities	1.0	156,768	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 157,815</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,126,965</b>	<b>\$ —</b>





**Retail Program - Fund 0039 — Cost Center 5879**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2016	-1.0	(144,763)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	143,600	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	1,203	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>40 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>40 \$</b>	<b>—</b>

**Administration Fund 0039 — Cost Center 071010**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	14.0 \$	4,061,295 \$	32,930
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(34,201)	—
IntraCounty Adjustments	—	(36,372)	—
Other Adjustments	—	639,850	(25,000)
<b>Subtotal (Current Level Budget)</b>	<b>13.0 \$</b>	<b>4,630,571 \$</b>	<b>7,930</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	2,711 \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>2,711 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>13.0 \$</b>	<b>4,633,282 \$</b>	<b>7,930</b>



**Customer & Business Svcs Fund 0039 — Cost Center 071011**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	20.0	\$ 5,561,638	\$ 44,116,951
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(18,537)	—
IntraCounty Adjustments	—	(55,970)	—
Other Adjustments	—	42,326	2,778,403
<b>Subtotal (Current Level Budget)</b>	<b>19.0</b>	<b>\$ 5,529,457</b>	<b>\$ 46,895,354</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 7,351	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 7,351</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>19.0</b>	<b>\$ 5,536,808</b>	<b>\$ 46,895,354</b>

**Park Operations Fund 0039 — Cost Center 071013**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	73.0	\$ 14,353,304	\$ 375,000
Board Approved Adjustments During FY 2016	-1.0	(127,375)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	502,080	—
IntraCounty Adjustments	—	715,167	—
Other Adjustments	—	34,080	—
<b>Subtotal (Current Level Budget)</b>	<b>72.0</b>	<b>\$ 15,477,256</b>	<b>\$ 375,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 14,880	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	86,500	—
Delete ChronicallyVacant Positions	-2.0	—	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-2.0</b>	<b>\$ 101,380</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>70.0</b>	<b>\$ 15,578,636</b>	<b>\$ 375,000</b>

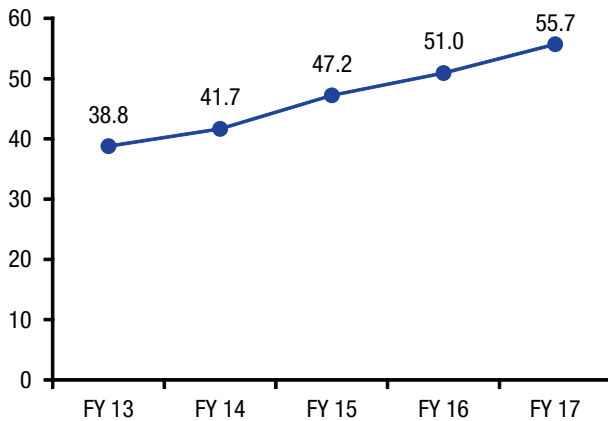
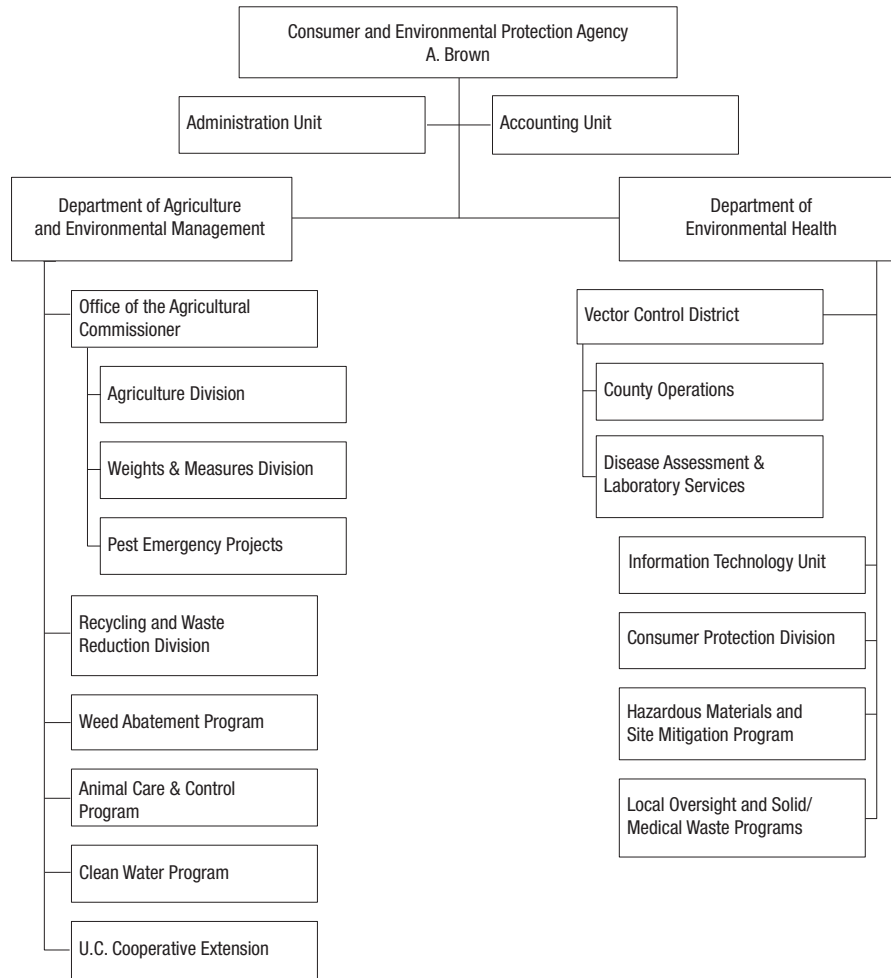


**Park Maintenance Fund 0039 — Cost Center 071014**  
**Major Changes to the Budget**

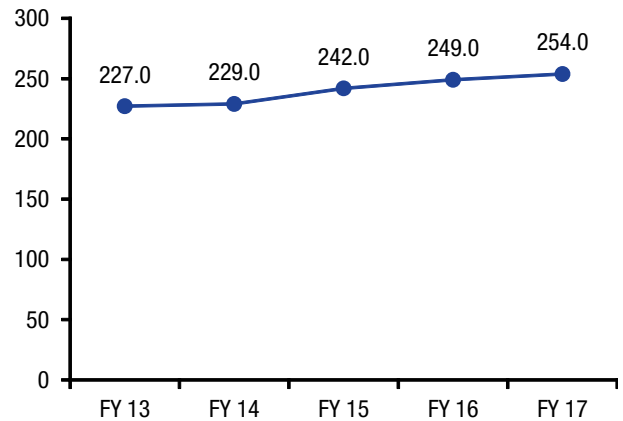
	Positions	Appropriations		Revenues
<b>0039-County Park Charter Fund (Fund Number 0039)</b>				
<b>Current Level Budget</b>				
FY 2016 Approved Budget	74.5	\$	12,839,865	\$ —
Board Approved Adjustments During FY 2016	-1.0		(100,903)	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	-2.0		201,074	—
IntraCounty Adjustments	—		298,381	—
Other Adjustments	—		(284,199)	—
<b>Subtotal (Current Level Budget)</b>	<b>71.5</b>	<b>\$</b>	<b>12,954,218</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>				
IntraCounty Adjustments	—	\$	15,634	\$ —
Decision Packages				
Fixed Asset Acquisitions	—		136,000	—
Information Technology				
Capital				
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$</b>	<b>151,634</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>71.5</b>	<b>\$</b>	<b>13,105,852</b>	<b>\$ —</b>



# Consumer and Environmental Protection Agency



Gross Appropriation Trend



Staffing Trend



## Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection
- Environmental Stewardship through Cost-Effective Vector Control Strategies



## Description of Major Services

The mission of the Consumer and Environmental Protection Agency (CEPA) is to:

- Promote and protect the agricultural industry of the County and its environment;
- Ensure the health and safety of the County's citizens and foster confidence and equity in the marketplace;
- Prevent, preserve and improve the environmental factors affecting the community's health and safety; and

- Protect public health and safety by detecting and minimizing vector-borne disease, abating mosquitos, and assisting the public in resolving problems with rodents, wildlife, and insects of medical significance.

The mission is accomplished through education and the fair and uniform enforcement of laws, regulations, and ordinances enacted by the people of the State of California and the County of Santa Clara.

The Agency includes the following major programs:

- Department of Agriculture and Environmental Management
- Department of Environmental Health
- Vector Control District

### **Agriculture and Environmental Management**

Agriculture and Environmental Management (AEM) enforces State and local laws and ordinances related to agriculture production, equity in the marketplace, animals, weed abatement, recycling and waste diversion, and environmental protection of area waterways.

The major services of AEM include:

- Ensure legal, responsible, and judicious use of pesticides by farmers, pest control companies, government, industry and the general public;
- Prevent the introduction, establishment and spread of pests and diseases;
- Test and certify all commercial weighing and measuring devices within the County, including gas pumps, retail checkout stands, and taxi meters. The Weights & Measures Division is responsible for protecting both buyers and sellers by inspecting and testing various commercial devices to ensure accuracy. These inspections are mandated by the State and conducted in accordance with State regulations and procedures;
- Inspect price verification systems (scanners) in retail businesses to determine if consumers are charged the correct prices;
- Provide animal control field services and sheltering services to the unincorporated areas of Santa Clara County, to ensure and protect the health and safety of the people and animals of the unincorporated areas. The Animal Shelter accepts stray dogs, cats and livestock from the unincorporated areas, maintains lost and found records for animals throughout the County and actively works to reunite pet owners with their lost companions. The County also provides a widely available low-cost spay/neuter program for cats and dogs, which is available to all County residents through partner veterinary clinics;
- Provide environmental protection of area waterways through proper construction practices; public outreach; and permit implementation, coordination and reporting. Promote stormwater pollution prevention practices, erosion/sediment control, and landscape features that filter pollutants from stormwater runoff.

- Conduct household hazardous waste collection;
- Implement and monitor the County's integrated waste management plan and provide staff support to the Board's Recycling and Waste Reduction Commission;
- Inspect private parcels for minimum fire and safety standards; and
- Administer a Memorandum of Understanding with the University of California Cooperative Extension for research and education in agriculture, rangeland management, nutrition and youth development.

### **Department of Environmental Health**

The Department of Environmental Health (DEH) enforces various State laws to protect the consumer and public from food-borne illnesses, contamination of the drinking water supply, and childhood lead poisoning. It also works to prevent the release of hazardous materials to the environment and minimize the impacts of hazardous materials releases when they occur.

The major services of DEH include:

- Inspect and issue permits to retail food facilities, such as restaurants, markets, bars and food vehicles to prevent food-borne illnesses;
- Inspect public swimming pools and spas to prevent the transmission of disease and illness and to ensure public safety;
- Issue permits for private sewer systems and inspect drinking water sources from individual or private wells;
- Conduct public outreach and environmental monitoring of potential childhood lead exposures;
- Conduct solid medical waste enforcement programs;
- Monitor the handling, storage, and transportation of hazardous materials and hazardous waste, and;
- Oversee clean-up of leaking underground storage tanks.

## Vector Control District

The Vector Control District is an integral part of DEH, responsible for protecting health and safety through the surveillance and treatment of vectors that carry diseases, including mosquitoes, rodents, ticks, fleas and wildlife.

The major services of the District include:

- Provide surveillance and treatment of natural and urban mosquito breeding habitats to protect against public nuisance and mosquito-borne diseases such as West Nile Virus;

- Provide consultation and home inspection services for mosquitoes, other medically important vectors, rodents and wildlife;
- Provide wildlife management services when health and safety are at risk; and
- Provide community outreach and educational services and materials to the public.

## Current and Emerging Issues

### Clean Water Program

During FY 2017, the Clean Water Program (CWP) will focus on implementing a new version of one of its two State-issued storm water permits. The CWP will continue to collaborate with other departments, including Planning and Development, Roads and Airports, Facilities and Fleet, and Parks and Recreation, to ensure compliance with the State permits. CWP will also explore potential funding sources to satisfy the increasing State-mandated requirements and perhaps reduce the current level General Fund obligation to the CWP.

The Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) Stormwater Permit (MRP) that regulates stormwater discharges in the North County/San Francisco Bay watershed was reissued in late 2015 and became effective January 1, 2016. The new MRP carries over trash reduction requirements from the previous permit, including a mandated 70% reduction by 2017 and a 100% reduction by 2022, necessitating the installation and maintenance of trash capture devices. The MRP also includes new requirements for planning and implementing Green Infrastructure projects to capture, treat and infiltrate runoff from existing buildings, streets and parking lots. Additionally, the permit seeks to reduce polychlorinated biphenols (PCBs) and Mercury in the San Francisco Bay by establishing numeric limits on their discharge. To date, only pilot-level projects to control PCB and Mercury in urban runoff have been tested in the Bay

Area. The technical feasibility and potential cost of meeting PCB and Mercury limits during the five-year permit term are unknown and potentially substantial.

The County is currently in its third year of implementing the NPDES Phase II permit that regulates discharges in the Pajaro River/Monterey Bay watershed. The State Water Board recently adopted statewide trash reduction requirements similar to those of the MRP that will be added to the existing Phase II permit. This will require additional resources for implementing trash controls in the South County area in coming years.

### Recycling and Waste Reduction Division

The Recycling and Waste Reduction Division issued an RFP for a Food Rescue Coordinator on behalf of the Recycling and Waste Reduction Commission. The selected Coordinator will coordinate with a myriad of agencies and organizations (government, non-profit, faith-based, food kitchens, etc.) to create a Regional Food Rescue Working Group that will create and implement a Community Action Plan to address food waste reduction, food waste diversion and food insecurity while also creating solutions to feed those in need.

### Household Hazardous Waste Program (HHW)- Closure of Sunnyvale Facility

In June 2015, the Countywide HHW Program closed its permanent facility located in Sunnyvale. The City of Sunnyvale needed the facility back because of the

expansion of its water treatment plant. To meet the ongoing need of residents, the program will be holding four temporary collection events per year in Sunnyvale.

### **Household Hazardous Waste Program (HHW)- Safe Drug Disposal Ordinance**

In June 2015, the County adopted the Safe Drug Disposal Ordinance requiring drug manufacturers to design, operate, and fund a program to safely dispose of County residents' unwanted drugs. This new program will replace the existing County-run drug disposal program and create more medicine drop-off locations throughout the county. The Countywide HHW Program is working on the implementation of the ordinance, and will be working with manufacturers to develop systems throughout the county for the appropriate geographic coverage needed to serve the needs of County residents.

### **County of Santa Clara Animal Shelter**

Over the past three years, County of Santa Clara Animal Care and Control has participated in Maddie's Fund Pet Adoption Days, a two-day event during which Maddie's Fund sponsors adoption fees for all animals adopted. In 2015, 129 dog and cat adoptions were completed, which resulted in \$51,600 in contributions to the shelter's trust fund. These funds are used to provide life-saving medical care and enhancements that increase the adoptability and welfare of shelter pets. It is more than likely that Maddie's Fund will not be sponsoring this event going forward. This event will be missed not only for the funding source, but the event typically clears the shelter at a time of year (kitten season) when space is crucially needed.

The Animal Shelter is looking to expand community partnerships and programming. We are working on a program that would pair at-risk youth with shelter dogs to train the dogs and improve their quality of life. We are exploring ways to reduce animal surrenders by helping to increase visibility of pet-friendly housing options in the county. We also continue to work with the Humane Society of Silicon Valley to offer the Kind Kids Program to underserved schools in the county. The program teaches elementary school children about responsible pet ownership and the role shelters play in our community. Animal Control Officers (ACOs) provide a

positive presence by teaching dog bite prevention and talking about the role ACOs play in helping animals and the community.

This year, a fifth Animal Control Officer will be hired, which will help increase programming, provide outreach by way of proactive interactions and education of pet owners, and provide an additional resource dedicated to investigations of animal cruelty and neglect cases. In addition, we will soon see the opening of our new veterinary surgery suite. This modular facility will bring our veterinary services up-to-date and will allow for increased in-house spay/neuter. With this new facility, we will be exploring the possibility of adding a low-cost public spay/neuter service which may, in turn, decrease the community's homeless pet population.

### **Agriculture Division - Pesticide Use Near Schools and Childcare Facilities**

Many California schools have been built on prime agricultural land next to farm operations and increasingly, teachers, parents and the public want to know what chemicals are being applied around them. The California Department of Pesticide Regulation (DPR) is preparing statewide regulation concerning agricultural pesticides that are applied close to schools and childcare facilities. The regulation will include a school/childcare facility notification component, and is intended to give children an additional level of protection from potential exposure to pesticides used in surrounding agricultural fields. Within Santa Clara County, more than 100 school and childcare facilities are located within ¼ mile (the distance likely to be cited in the regulation) of agricultural production sites. Growers will be required to notify the schools/childcare facilities in advance of applying pesticides to agricultural production sites. The regulation may also include restrictions which may potentially limit the use of particular pesticides, the method in which the pesticides are applied, and the proximity of pesticide applications relative to schools/childcare facilities. DPR anticipates the regulation will become effective in 2017. The Agriculture Division anticipates the new regulation will result in a significant increase in investigation activities as pesticide application notifications are made available to the public.



## **Agriculture Division - Medical Marijuana Oversight**

The City of San Jose is the only city within the County that created an ordinance and issued operating permits to medical marijuana dispensaries. The City now has 16 approved dispensaries that will require regulatory oversight by the Agriculture Division, Weights & Measures Division, and the Department of Environmental Health (DEH). The Agriculture Division proposes to issue each approved dispensary operation that cultivates cannabis an Operator Identification Number to track the pesticides used on the plants during production; contact each grow operation and review their employee training records for employees who handle pesticides; inform these businesses that we can help them properly identify pests, which is the first step for integrated pest management of grow sites; and continue to work with the California Department of Pesticide Regulation to explore how other jurisdictions are approaching the issues with respect to local medical marijuana production. Bills chaptered in October 2015 require writing of new regulations, and the California Department of Food and Agriculture to license medical marijuana operations. The Division will closely monitor these developments.

## **Weights and Measures Device Inspection Program**

The Division of Weights & Measures (W&M) inspects weighing and measuring devices used commercially for accurate performance. Technological advances have challenged W&M to continually adapt to new methods of weighing or measuring products and services. The traditional taximeter is being replaced with a mobile application installed in a smart cellphone and utilizing a GPS signal to measure distance. This new business model has enabled hundreds, and possibly thousands, of casual drivers to be in the transportation business. Specifications, tolerances, and testing procedures are being developed by members of the United States National Working Group on Taximeters (USNWGT). USNWGT members consist of W&M officials including Santa Clara County W&M, industry, manufacturers, and other stakeholders from around the nation, who are working together to gain consensus and develop uniform requirements.

Advances in electric and hydrogen fuel technologies also challenge W&M to adapt to new methods of testing. Electric and hydrogen vehicles now on the road require different devices for fueling them. Tentative

requirements and testing procedures for electric vehicle and Hydrogen fueling devices have been developed by working groups that consisted of W&M officials including Santa Clara County W&M, California Division of Measurement Standards, industry, manufacturers, and stakeholders from around the nation. As more information is gathered, both work groups continue to further develop the requirements.

## **Healthy Nail Salon Recognition Program**

Santa Clara County is one of the most diverse counties in the state, with a large Asian-American population (35%) and the second largest Vietnamese-American population outside of Vietnam (2010 U.S. Census Data). Approximately 80% of all licensed nail technicians in California are Vietnamese-American and immigrant women (California Healthy Nail Salon Collaborative Report, April 2010). Workers endure prolonged exposure to low levels of toxins and, as a result, experience numerous health issues, including headaches, respiratory problems, miscarriages, and birth defects. Because symptoms can take years of exposure to exhibit, new health risks associated with nail salon work continue to be uncovered.

The Board of Supervisors requested the Agency to create a Healthy Nail Salon Recognition Program to promote the health and well-being of a potentially vulnerable workforce through a voluntary recognition program. The Santa Clara County Healthy Nail Salon Recognition Program is modeled after a program developed by the California Healthy Nail Salon Collaborative. Through training and educational brochures, the program reaches out to owners and technicians of nail salons and provides education as to alternatives to the toxic trio of chemicals currently in use. Salons must meet strict program standards for the use of less toxic chemicals and ensure a safer environment for workers and patrons. Visit our website at [www.sccgov.org/healthynails](http://www.sccgov.org/healthynails) for updates on salon certifications or for more information on how to participate.

## **Online Reporting of Restaurant Inspection Results**

On October 1, 2014, the Placarding and Scoring Program, along with the new website, was officially launched. DEH continues to inspect food establishments and post the colored placard at the food facility, and the inspection report and compliance score online. Food facilities are assigned a Green, Yellow, or

Red colored placard and the results of the environmental health inspection is posted online. These placards alert diners to whether or not a facility is in compliance with food safety laws. The facilities are also assigned numeric compliance scores from 0-100 based upon their overall compliance with food safety laws. The most recent food facility inspection results and the list of restaurants closed for serious food safety violations during the past six months are online at:

[www.sccgov.org/SCCDineOut](http://www.sccgov.org/SCCDineOut)

In September 2015, the Department released a new app (SCCDineOut) - available for Apple iOS devices that makes access even easier. Features of the new SCCDineOut app enable you to view inspection results for thousands of food facilities within Santa Clara County; search by food facility name or those near your current location; sort inspection results by compliance score; view contact information for food facilities; easily view closure information for food facilities that are immediately closed due to a major violation; obtain more information about the placard color and compliance score; and submit feedback to the Department

### **Site Mitigation Program - Local Oversight Program Contraction**

The Department of Environmental Health is certified by the State to implement a Local Oversight Program (LOP), which oversees the cleanup of leaking petroleum underground storage tanks (USTs) in Santa Clara County. UST leak rates have been on the decline for nearly 20 years due to significant improvements in UST design, construction and monitoring technologies. Additionally, case closure rates have significantly increased since the State established criteria to identify and expedite closure of lower-threat cases where residual contamination is unlikely to harm human health or the environment.

### **Local Oversight Program (LOP) - Voluntary Cleanup Program Growth**

In Fiscal Year 2010, the Site Mitigation Program launched a Voluntary Cleanup Program through which Site Mitigation Program staff may provide oversight to responsible parties for the assessment and cleanup of sites outside of the LOP program. Contamination of shallow soil and groundwater is not uncommon in

Santa Clara County due to agricultural, commercial and industrial operations that utilize chemicals such as pesticides, fuels, oils, solvents, and heavy metals.

Lending institutions, property developers, and local municipalities have become increasingly aware of the liabilities associated with contaminated properties. Some local municipalities have become unwilling to approve redevelopment projects on contaminated properties without regulatory oversight, and have required responsible parties to enter the Voluntary Cleanup Program. To reduce risk, responsible parties turn to qualified regulatory agencies for the oversight of site assessment, cleanup, and hazard mitigation projects. Upon the completion of work, authorized agencies provide written documentation confirming that no further action is needed.

The Voluntary Cleanup Program is a viable, efficient, and cost-effective option for these sites. As economic conditions improve and awareness of the Voluntary Cleanup Program increases, the number of responsible parties requesting entry into the Voluntary Cleanup Program has grown.

### **Vector Control District - West Nile Virus**

FY 15-16 was yet another above-average year for West Nile virus activity. In FY 16-17, outreach on mosquito-borne disease prevention and control will be expanded, including outreach to groups such as the homeless in fogging zones. The District will continue to seek out and address backyard breeding sources. The District will also continue to test dead birds for West Nile Virus, monitor mosquito-breeding areas, and respond to citizen requests for assistance and information.

### **Vector Control District - Invasive Mosquitoes**

In addition to West Nile Virus, the District continues to face the possibility of two new invasive mosquito species entering the County. *Aedes albopictus*, or Asian Tiger Mosquito (ATM), is established in southern California, and is a very efficient carrier (vector), and *Aedes aegypti*, or Yellow Fever Mosquito, expanded its range in the central valley and continued its presence in San Mateo County (notably, in Menlo Park, just north of the border of Santa Clara County). Both of these species are efficient vectors of Dengue, Chikungunya, and Zika viruses, which are significant human pathogens. Both species, if established here, would significantly alter the operational burden on the District because they are small container breeders and can successfully breed in

the water filling a bottle cap. They are also day-biters and will have a significant impact on quality of life for County residents. The District will continue its intense surveillance in order to detect these container-breeding mosquitoes should they enter Santa Clara County.

### Learning Organization

In FY15-16, CEPA continued the cross-training and streamlining of the Administrative and Accounting Units withing DEH and AEM. These consolidations

were consistent with the principles of the County's Center for Leadership and Transformation, and were designed to remove silos and foster cross-functional collaboration. As the consolidations continue to move forward, the work streamlining/efficiencies and the opening of career opportunities for staff are developing.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 16-17 Ongoing Net Cost/(Savings)	FY 16-17 One-Time Net Cost/(Savings)
Increase Staffing for Seasonal Work	↑	Added coverage during various peak seasons	—	\$88,690	(\$4,782)
Add Accounting Staff to Support Administration	↑	Provide fiscal oversight for expanding programs	1.0	\$82,101	(\$7,575)
Augment Information Technology Services in CEPA	↑	Meet increased technical needs of Department and public	1.0	\$155,317	(\$16,080)
Provide Uniformity of Information Technology Services	↑	Integrated technical solutions for improved public communication	1.0	\$192,381	(\$22,258)
Increase Advertising and Community Outreach	↑	Enhanced community outreach and communication	—	\$25,000	—
Enhance Community and Media Relations Activities for Animal Care and Control	↑	Increased public awareness and educational programs relating to the Animal Shelter	—	\$93,963	(\$5,661)
Increase Veterinarian Services	↑	Increased spay/neuter services for the public	—	\$30,000	—
Augment Healthy Nail Salon Program	↑	Increased salon certifications and evaluations	—	\$105,580	—
Enhance Weights & Measures Division	↑	Adapt to new technological advances and increased inspections	1.0	(\$1,096)	(\$7,863)
Augment Clean Water Program	↑	Compliance with storm water discharge permit requirements	—	—	900,000
Add Management Oversight in Consumer Protection Division	↑	Increased oversight for multiple program areas	1.0	\$188,157	\$10,000
Expand Onsite Wastewater Treatment System Program	↑	Increased regulation and inspection of private sewage disposal facilities	1.0	\$173,924	\$10,000
Augment Information Technology Services in the Department of Environmental Health	↑	Meet increased technical needs of Department and public	1.0	\$155,317	\$10,000

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



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 16-17 Ongoing Net Cost/(Savings)	FY 16-17 One-Time Net Cost/(Savings)
Add Staffing to the Hazardous Materials Compliance Division	↑	Restored level of management oversight to various programs	—	\$203,398	\$10,000
Improve Plan Approval Process within the Department of Environmental Health	↑	Enhanced plan submittal process	1.0	\$119,333	\$8,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Increase Staffing for Seasonal Work

**Recommended Action:** Allocate \$88,690 to fund the addition of a new position in FY 16-17. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The Department has been utilizing AEM Operations Aide positions since the end of December 2014. This newer classification was created to offset extra-help usage during the Agency's various seasons (mosquito season, kitten season, fire season, and pool check season). Use of the AEM Operations Aide has been very successful. Training of new staff every season has decreased since the same staff work during the various seasons. In addition, extra-help hours for seasonal work has decreased. With the success of the program, demand for Ops Aide time has increased. The Department currently has 1 full-time position and 2 half-time positions that can be assigned throughout the Agency. These staff are managed by the Agency's Administrative Services Manager. The new Senior classification will have expertise in many of the Agency's Programs and lead and/or train lower-level classifications. This position would exercise independent judgment and discretion in all program areas and would be able to easily move from one program to another to provide necessary work coverage.

**Ongoing Cost: \$88,690**

**One-time Net Savings: \$4,782**

Salary savings reflecting time for recruitment

### ↑ Add Accounting Staff to Support Administration

**Recommended Action:** Add 1.0 FTE Accountant Auditor-Appraiser position in the Consumer Environmental Protection Agency, Administration Division. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The current CEPA Fiscal Unit supports the day-to-day operation of 3 budget units, which consist of 19 cost centers and 6 funds. While some efficiencies have been gained by consolidating fiscal responsibilities within the agency, the growth in various program areas has increased and created a need for additional fiscal services. This new position will provide adequate fiscal oversight over a variety of agency program services and allow for adequate cross-training of fiscal staff.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$105,451**

**Ongoing Revenue: \$23,350**

**One-time Net Savings: \$7,575**

Salary savings reflecting time for recruitment

### ↑ Augment Information Technology Services in CEPA

**Recommended Action:** Add 1.0 FTE Information System Analyst I for the Consumer Environmental Protection Agency, Administration Division. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** CEPA, which consists of AEM, DEH and Vector Control, currently receives Information Technology (IT) support from two very separate IT Units. AEM's support comes from the Information Systems Department, while DEH and VC have an



internal IT Unit to cover all of their IT needs. Since the creation of CEPA and the merger of AEM, DEH and Vector Control, it has been evident that having all staff utilizing the same support creates a more streamlined process and more effective result. With rising expectations from the public for detailed information that is quickly accessible, AEM needs to implement solutions to meet these needs. Utilizing CEPA IT staff would create better integration of technical solutions Agency-wide and allow the three departments to operate on the same IT platforms for more efficient and effective result.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$155,317**  
**One-time Net Savings: \$16,080**  
 Salary savings reflecting time for recruitment

### ↑ Provide Uniformity of Information Technology Services

**Recommended Action:** Add 1.0 FTE Information System Manager III position to provide uniformity of IT services across CEPA. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The addition of the ISM III will allow the Agency to receive centralized IT service, resulting in a single point of contact for all IT strategies and challenges. The integration of IT services will drive the advancement of business processes and needs.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$192,381**  
**One-time Net Savings: \$22,258**  
 Salary savings reflecting time for recruitment

### ↑ Increase Advertising and Community Outreach

**Recommended Action:** Allocate on-going funding for Advertising and Community Outreach for CEPA.

**Service Impact:** The augmentation will provide the Agency with the ability to adequately reach the community and increase awareness surrounding a variety of General Fund programs, including Animal Care & Control, Agriculture, Weights & Measures, and the Clean Water Program.

**Ongoing Cost: \$25,000**

### ↑ Enhance Community and Media Relations Activities for Animal Care and Control

**Recommended Action:** Allocate \$93,963 to fund the addition of a new position in FY 16-17. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** In December 2013, the Department hired a consultant to assess the feasibility of the County of Santa Clara raising private funds from individuals, corporations and foundations with a key strategic goal of constructing a new Animal Shelter in South County. After many months of research, internal and external stakeholder interviews, and analysis of the data, the consultant concluded that a capital campaign would not be feasible. However, it was recommended that the County hire someone to plan, manage and coordinate community and media relations activities for Animal Care & Control. The main objective of the position will be to present information to the public and the media about the Animal Shelter in an effort to increase public awareness and increase educational programs regarding responsible pet ownership. The position would also manage and cultivate relationships with donors and pursue grant opportunities. With the establishment of a community information program and increased awareness of Animal Shelter needs, services benefiting Shelter animals can be enhanced in the short-term, and in the long-term, support for building a new Shelter will be increased.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$93,963**  
**One-time Net Savings: \$5,661**  
 Salary savings reflecting time for recruitment

### ↑ Increase Veterinarian Services

**Recommended Action:** Augment extra-help veterinarian services to act as a back-up to the full-time Veterinarian, as well as to conduct spay/neuter surgeries as part of the County's Low-Cost Spay/Neuter Program.

**Service Impact:** The additional funding will allow Animal Care & Control to hire a second veterinarian for approximately 60 days per year to perform spay/neuter surgeries and to act as back-up to the regular veterinarian.

**Ongoing Cost: \$30,000**

### ↑ Augment Healthy Nail Salon Program

**Recommended Action:** Augment General Fund obligation to have the Senior Environmental Health Specialist position funded full-time in the Healthy Nail Salon Recognition Program.

**Service Impact:** The additional staff time will increase the Program's capacity to evaluate, train and certify new salons, and perform annual evaluations of salons previously certified.

**Background:** The Healthy Nail Salon Recognition Program was adopted by the Board of Supervisors in March 2015, and launched in October 2015. The Senior Environmental Health Specialist provides valuable education in Vietnamese relating to using alternatives to the toxic trio of chemicals which are currently in use in nail products. Almost 900 salons are eligible to participate in this voluntary recognition program. In addition, the Program has been informing the general public of this worthwhile Program, which is designed to encourage consumers to seek out and patronize nail salons that are participants in the Program.

**Ongoing Cost: \$105,580**

### ↑ Enhance Weights & Measures Division

**Recommended Action:** Add 1.0 FTE Weights & Measures Inspector I in the Weights & Measures Division. Increase ongoing revenues by \$114,000 and expenditures to cover office expenses (\$8,000 one-time) and miscellaneous travel, education, and office supplies (\$20,400 ongoing).

**Service Impact:** The Weights & Measures Division anticipates increased ongoing revenue and inspections due to new business and device registrations, the overall improved economy, and installation of water sub-meters to encourage water conservation. Services and

supplies are increased to purchase appropriate testing equipment as new technologies emerge in the industry, and to train staff to operate and test new devices.

**Positions Added: 1.0 FTE**

**Ongoing Net Savings: \$1,096**

**One-time Net Savings: \$7,863**

Salary savings reflecting time for recruitment

### ↑ Augment Clean Water Program

**Recommended Action:** Allocate one-time funding to ensure County compliance with the National Pollutant Discharge Elimination System storm water discharge permit requirements.

**Service Impact:** The increase will enable the County to meet on-going trash reduction mandates by retrofitting existing storm drain inlets with trash-capturing screens, and to meet new requirements by constructing storm water capture and infiltration features at County facilities.

**One-time Cost: \$900,000**

### ↑ Add Management Oversight in Consumer Protection Division

**Recommended Action:** Add 1.0 FTE Environmental Health Program Manager in the Department of Environmental Health, Consumer Protection Division. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The Program has experienced an increase in responsibilities, as well as the number of regulated food facilities, swimming pools, and mobile food facilities (food trucks) that has resulted in an increase in the number of technical staff. Currently, one Program Manager oversees 15 staff as well as 11 different program areas. The proposed Program Manager will be tasked with overseeing multiple program areas, managing technical staff, resolving complex situations, managing goals and positive change initiatives, and participating and leading program development activities.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$188,157**

**One-time Cost: \$10,000**

### ↑ Expand Onsite Wastewater Treatment System Program

**Recommended Action:** Add 1.0 FTE Senior Environmental Health Specialist in the Department of Environmental Health, Consumer Protection Division. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The addition is the result of an increase in Onsite Wastewater Treatment System (OWTS) program responsibility. There are currently estimated to be approximately 12,500 onsite systems Countywide.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$173,924**  
**One-time Cost: \$10,000**

### ↑ Augment Information Technology Services in the Department of Environmental Health

**Recommended Action:** Add 1.0 FTE Information System Analyst I in the Department of Environmental Health. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The Department of Environmental Health provides services to the public in more than 35 program areas, each with its unique and increasingly complex technical needs. There is a rising expectation from the public for more detailed public information and a demand to easily access that information as a response to increased data transparency. With those added demands and new mandates, the Department needs to meet the systems security and data integrity governance requirements, as well as anticipate the future demands by implementing scalable and extensible solutions. In order to improve Department efficiency and effectively meet those demands, the Department has committed to deploy more innovative technical solutions. Given those demands, the Department is upgrading the business consulting services and application support of the Information Systems Unit. This will speed up the deployment and

implementation of solutions, keeping the operating cost low, and creating a better integration of technical solutions to the Departmental business needs.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$155,317**  
**One-time Cost: \$10,000**

### ↑ Add Staffing to the Hazardous Materials Compliance Division

**Recommended Action:** Allocate \$203,398 to fund the addition of a new position in FY 16-17. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department. Increase expenditures to cover the cost of services and supplies (\$10,000 one-time).

**Service Impact:** The Department of Environmental Health's Hazardous Materials Program consists of two programs: Hazardous Materials and Site Mitigation. Over the past five years, the Hazardous Materials Program has added six new positions in response to a dramatic increase in workload. The program has seen the number of facilities they regulate increase over the past five years by 289 facilities (328%) in the Underground Storage Tank Program, 2,373 facilities (378%) in the Hazardous Materials Business Plan Program, and 364 facilities (9%) in the Hazardous Waste Generator Program. With the growth and the consolidation of the Hazardous Materials Program and Site Mitigation Program, the span of control for the current Hazardous Materials Program Manager has grown to 1:22. The addition of a Supervising Hazardous Materials Specialist would cut the span of control by at least 50%, thereby restoring a more appropriate level of management and oversight to the Hazardous Materials Program.

**Ongoing Cost: \$203,398**  
**One-time Cost: \$10,000**

### ↑ Improve Plan Approval Process within the Department of Environmental Health

**Recommended Action:** Add 1.0 FTE Permit Technician I in the Department of Environmental Health. Increase expenditures to cover the cost of services and supplies (\$8,000 one-time).

**Service Impact:** The new position will provide technical guidance for all plans received by the Department. Job responsibilities will include receiving plans, performing a completeness check, and consulting with applicants

regarding the process of obtaining approvals from the Department. Additionally, the position will coordinate inspections and help resolve applicant submittal issues.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$119,333**  
**One-time Cost: \$8,000**

### Agriculture and Environmental Mgmt— Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 929,677	\$ 1,215,238	\$ 1,284,625	\$ 1,319,023	\$ 103,785	8.5%
1188	Weed Abatement Fund 0031	457,090	870,893	921,667	922,010	51,117	5.9%
1197	Household Hazardous Waste Fund 0030	3,393,946	4,649,545	4,831,392	4,882,460	232,915	5.0%
5660	Agriculture Fund 0001	2,105,796	2,205,998	2,274,433	2,277,305	71,307	3.2%
5662	Clean Water Program - Fund 0001	696,253	873,517	915,438	1,815,826	942,309	107.9%
5663	Weights & Measures Fund 0001	986,980	1,459,035	1,465,394	1,571,642	112,607	7.7%
5664	Pierces Disease Control Prog Fund 0001	617,323	732,133	733,392	733,999	1,866	0.3%
5665	Administration Fund 0001	2,443,126	2,281,787	2,548,187	3,100,299	818,513	35.9%
5666	Integrated Waste Mgt Fran Fund 0001	216,900	183,683	306,826	306,826	123,143	67.0%
5670	Animal Control Fund 0001	2,345,669	2,257,185	2,288,305	2,409,656	152,472	6.8%
5710	U.C. Cooperative Ext Fund 0001	114,497	128,500	128,500	128,500	—	—
<b>Total Net Expenditures</b>		<b>\$ 14,307,257</b>	<b>\$ 16,857,513</b>	<b>\$ 17,698,159</b>	<b>\$ 19,467,546</b>	<b>\$ 2,610,034</b>	<b>15.5%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 929,677	\$ 1,215,238	\$ 1,284,625	\$ 1,319,023	\$ 103,785	8.5%
1188	Weed Abatement Fund 0031	538,217	930,893	971,667	972,010	41,117	4.4%
1197	Household Hazardous Waste Fund 0030	3,393,946	4,649,545	4,831,392	4,882,460	232,915	5.0%
5660	Agriculture Fund 0001	2,105,796	2,205,998	2,274,433	2,277,305	71,307	3.2%
5662	Clean Water Program - Fund 0001	696,253	873,517	915,438	1,815,826	942,309	107.9%
5663	Weights & Measures Fund 0001	986,980	1,459,035	1,465,394	1,571,642	112,607	7.7%





### Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5664	Pierces Disease Control Prog Fund 0001	617,323	732,133	733,392	733,999	1,866	0.3%
5665	Administration Fund 0001	5,306,795	6,137,577	6,559,581	7,089,440	951,863	15.5%
5666	Integrated Waste Mgt Fran Fund 0001	216,900	183,683	306,826	306,826	123,143	67.0%
5670	Animal Control Fund 0001	2,396,609	2,307,185	2,338,305	2,459,656	152,472	6.6%
5710	U.C. Cooperative Ext Fund 0001	114,497	128,500	128,500	128,500	—	—
<b>Total Gross Expenditures \$</b>		<b>17,302,993 \$</b>	<b>20,823,303 \$</b>	<b>21,809,553 \$</b>	<b>23,556,687 \$</b>	<b>2,733,384</b>	<b>13.1%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 10,922,236	\$ 12,809,287	\$ 13,245,592	\$ 13,881,679	\$ 1,072,392	8.4%
Services And Supplies	5,847,599	7,815,716	8,210,461	9,321,508	1,505,792	19.3%
Other Charges	1,026	22,000	22,000	22,000	—	—
Fixed Assets	19,547	65,000	—	—	(65,000)	-100.0%
Operating/Equity Transfers	512,586	111,300	331,500	331,500	220,200	197.8%
<b>Total Gross Expenditures \$</b>	<b>17,302,993 \$</b>	<b>20,823,303 \$</b>	<b>21,809,553 \$</b>	<b>23,556,687 \$</b>	<b>2,733,384</b>	<b>13.1%</b>
Expenditure Transfers	(2,995,736)	(3,965,790)	(4,111,393)	(4,089,140)	(123,350)	3.1%
<b>Total Net Expenditures \$</b>	<b>14,307,257 \$</b>	<b>16,857,513 \$</b>	<b>17,698,159 \$</b>	<b>19,467,546 \$</b>	<b>2,610,034</b>	<b>15.5%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 1,271,142	\$ 1,085,093	\$ 1,185,093	\$ 1,185,093	\$ 100,000	9.2%
1188	Weed Abatement Fund 0031	375,940	498,309	867,716	867,716	369,407	74.1%
1197	Household Hazardous Waste Fund 0030	3,434,398	3,688,000	3,833,800	3,833,800	145,800	4.0%
5660	Agriculture Fund 0001	2,009,814	1,469,170	1,490,420	1,513,770	44,600	3.0%
5662	Clean Water Program - Fund 0001	50	—	—	—	—	—
5663	Weights & Measures Fund 0001	1,807,032	1,447,200	1,450,650	1,564,650	117,450	8.1%



### Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
5664	Pierces Disease Control Prog Fund 0001	689,529	551,604	575,000	575,000	23,396	4.2%
5665	Administration Fund 0001	81,127	67,000	—	—	(67,000)	-100.0%
5666	Integrated Waste Mgt Fran Fund 0001	979,498	849,000	849,000	849,000	—	—
5670	Animal Control Fund 0001	286,500	180,000	180,000	180,000	—	—
<b>Total Revenues \$</b>		<b>10,935,029 \$</b>	<b>9,835,376 \$</b>	<b>10,431,679 \$</b>	<b>10,569,029 \$</b>	<b>733,653</b>	<b>7.5%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Licenses, Permits, Franchises	\$ 4,613,235	\$ 5,787,000	\$ 5,804,250	\$ 5,884,250	97,250	1.7%
Aid From Government Agencies - Federal	2,433	93	93	93	—	—
Charges For Services	1,228,209	1,213,579	1,507,686	1,551,236	337,657	27.8%
Other Financing Sources	1,567,082	380,000	620,000	620,000	240,000	63.2%
Revenue From Other Government Agencies	75,538	—	—	—	—	—
Revenue From Use Of Money/Property	2,446	—	—	—	—	—
Aid From Government Agencies - State	3,234,181	2,412,704	2,460,650	2,464,650	51,946	2.2%
Fines, Forfeitures, Penalties	211,904	42,000	39,000	48,800	6,800	16.2%
<b>Total Revenues \$</b>	<b>10,935,029 \$</b>	<b>9,835,376 \$</b>	<b>10,431,679 \$</b>	<b>10,569,029 \$</b>	<b>733,653</b>	<b>7.5%</b>

### Recycling and Waste Reduction Div-F0037 — Cost Center 1187 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0037-Integrated Waste Management Fund (Fund Number 0037)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	4.0	\$ 1,215,238	\$ 1,085,093
Board Approved Adjustments During FY 2016	—	120,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(54,558)	—
IntraCounty Adjustments	—	3,945	100,000
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 1,284,625</b>	<b>\$ 1,185,093</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 34,398	\$ —



### Recycling and Waste Reduction Div-F0037 — Cost Center 1187 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 34,398</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 1,319,023</b>	<b>\$ 1,185,093</b>

### Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0031-Weed Abatement (Fund Number 0031)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	2.0	\$ 870,893	\$ 498,309
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	24,625	—
IntraCounty Adjustments	—	26,626	—
Other Adjustments	—	(477)	369,407
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 921,667</b>	<b>\$ 867,716</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 343	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 343</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 922,010</b>	<b>\$ 867,716</b>

### Household Hazardous Waste Fund 0030 — Cost Center 1197 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0030-Environmental Health (Fund Number 0030)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	8.0	\$ 4,649,545	\$ 3,688,000
Board Approved Adjustments During FY 2016	—	—	120,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	70,984	—
IntraCounty Adjustments	—	111,973	—
Other Adjustments	—	(1,110)	25,800
<b>Subtotal (Current Level Budget)</b>	<b>8.0</b>	<b>\$ 4,831,392</b>	<b>\$ 3,833,800</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 51,068	\$ —



### Household Hazardous Waste Fund 0030 — Cost Center 1197 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 51,068</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 4,882,460</b>	<b>\$ 3,833,800</b>

### Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	16.0	\$ 2,205,998	\$ 1,469,170
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,164	—
IntraCounty Adjustments	—	8,560	—
Other Adjustments	—	(1,289)	21,250
<b>Subtotal (Current Level Budget)</b>	<b>16.0</b>	<b>\$ 2,274,433</b>	<b>\$ 1,490,420</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 2,872	\$ —
Decision Packages			
Add Accounting Staff to Support Administration	—	—	23,350
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,872</b>	<b>\$ 23,350</b>
<b>Recommended Budget</b>	<b>16.0</b>	<b>\$ 2,277,305</b>	<b>\$ 1,513,770</b>

### Clean Water Program - Fund 0001 — Cost Center 5662 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 873,517	\$ —
Board Approved Adjustments During FY 2016	—	(36,149)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,015	—
IntraCounty Adjustments	—	14,606	—
Other Adjustments	—	11,449	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 915,438</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			



**Clean Water Program - Fund 0001 — Cost Center 5662**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 388	\$ —
Decision Packages			
Augment Clean Water Program	—	900,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 900,388</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 1,815,826</b>	<b>\$ —</b>

**Weights & Measures Fund 0001 — Cost Center 5663**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	11.5	\$ 1,459,035	\$ 1,447,200
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(2,414)	—
IntraCounty Adjustments	—	13,781	—
Other Adjustments	—	(5,008)	3,450
<b>Subtotal (Current Level Budget)</b>	<b>11.5</b>	<b>\$ 1,465,394</b>	<b>\$ 1,450,650</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,207	\$ —
Decision Packages			
Enhance Weights & Measures Division	1.0	105,041	114,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 106,248</b>	<b>\$ 114,000</b>
<b>Recommended Budget</b>	<b>12.5</b>	<b>\$ 1,571,642</b>	<b>\$ 1,564,650</b>

**Pierces Disease Control Prog Fund 0001 — Cost Center 5664**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	3.0	\$ 732,133	\$ 551,604
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	12,179	—
IntraCounty Adjustments	—	(11,033)	—
Other Adjustments	—	113	23,396
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 733,392</b>	<b>\$ 575,000</b>



**Pierces Disease Control Prog Fund 0001 — Cost Center 5664**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 607	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 607</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 733,999</b>	<b>\$ 575,000</b>

**Administration Fund 0001 — Cost Center 5665**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	47.5	\$ 2,281,787	\$ 67,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	214,902	—
IntraCounty Adjustments	—	73,226	—
Other Adjustments	—	(21,727)	(67,000)
<b>Subtotal (Current Level Budget)</b>	<b>47.5</b>	<b>\$ 2,548,187</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 35,968	\$ —
Decision Packages			
Increase Staffing for Seasonal Work	—	83,908	—
Augment Information Technology Services in CEPA	1.0	139,237	—
Increase Advertising and Community Outreach	—	25,000	—
Provide Uniformity of Information Technology Services	1.0	170,123	—
Add Accounting Staff to Support Administration	1.0	97,876	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 552,112</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>50.5</b>	<b>\$ 3,100,299</b>	<b>\$ —</b>



**Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	183,683 \$	849,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	123,143	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>306,826 \$</b>	<b>849,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>306,826 \$</b>	<b>849,000</b>

**Animal Control Fund 0001 — Cost Center 5670**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	14.5 \$	2,257,185 \$	180,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	58,988	—
IntraCounty Adjustments	—	28,111	—
Other Adjustments	—	(55,978)	—
<b>Subtotal (Current Level Budget)</b>	<b>14.5 \$</b>	<b>2,288,305 \$</b>	<b>180,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	3,049 \$	—
Decision Packages			
Enhance Community and Media Relations Activities	—	88,302	—
Increase Veterinarian Services	—	30,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>121,351 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>14.5 \$</b>	<b>2,409,656 \$</b>	<b>180,000</b>



### U.C. Cooperative Ext Fund 0001 — Cost Center 5710 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 128,500	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 128,500</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 128,500</b>	<b>\$ —</b>

### Department of Environmental Health— Budget Unit 261 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1194	DEH - Admin Fund 0030	\$ 1,670,255	\$ 3,926,413	\$ 2,213,176	\$ 2,501,109	\$ (1,425,304)	-36.3%
026102	EHS - Planning Fund 0030	11,086,303	11,923,952	13,312,106	13,608,300	1,684,349	14.1%
026103	Toxics Solid & Haz Materials Fund 0030	5,288,566	6,356,192	6,924,531	7,143,152	786,960	12.4%
	<b>Total Net Expenditures</b>	<b>\$ 18,045,124</b>	<b>\$ 22,206,557</b>	<b>\$ 22,449,813</b>	<b>\$ 23,252,561</b>	<b>\$ 1,046,004</b>	<b>4.7%</b>

### Department of Environmental Health— Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1194	DEH - Admin Fund 0030	\$ 1,898,887	\$ 4,226,413	\$ 2,531,126	\$ 2,819,059	\$ (1,407,354)	-33.3%
026102	EHS - Planning Fund 0030	11,195,615	12,068,978	13,446,291	13,742,485	1,673,508	13.9%
026103	Toxics Solid & Haz Materials Fund 0030	5,288,566	6,356,192	6,924,531	7,143,152	786,960	12.4%
	<b>Total Gross Expenditures</b>	<b>\$ 18,383,068</b>	<b>\$ 22,651,583</b>	<b>\$ 22,901,948</b>	<b>\$ 23,704,696</b>	<b>\$ 1,053,113</b>	<b>4.6%</b>





### Department of Environmental Health— Budget Unit 261 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 14,376,291	\$ 16,908,706	\$ 17,133,440	\$ 17,973,569	\$ 1,064,863	6.3%
Services And Supplies	3,712,457	5,742,877	5,768,508	5,731,127	(11,750)	-0.2%
Fixed Assets	294,320	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 18,383,068</b>	<b>\$ 22,651,583</b>	<b>\$ 22,901,948</b>	<b>\$ 23,704,696</b>	<b>\$ 1,053,113</b>	<b>4.6%</b>
Expenditure Transfers	(337,944)	(445,026)	(452,135)	(452,135)	(7,109)	1.6%
<b>Total Net Expenditures</b>	<b>\$ 18,045,124</b>	<b>\$ 22,206,557</b>	<b>\$ 22,449,813</b>	<b>\$ 23,252,561</b>	<b>\$ 1,046,004</b>	<b>4.7%</b>

### Department of Environmental Health— Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
1194	DEH - Admin Fund 0030	\$ 156,984	\$ 101,064	\$ 164,981	\$ 164,981	\$ 63,917	63.2%
026102	EHS - Planning Fund 0030	13,482,216	13,779,407	13,884,330	13,884,330	104,923	0.8%
026103	Toxics Solid & Haz Materials Fund 0030	7,126,571	6,756,550	7,053,507	7,053,507	296,957	4.4%
	<b>Total Revenues</b>	<b>\$ 20,765,771</b>	<b>\$ 20,637,021</b>	<b>\$ 21,102,818</b>	<b>\$ 21,102,818</b>	<b>\$ 465,797</b>	<b>2.3%</b>

### Department of Environmental Health— Budget Unit 261 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Licenses, Permits, Franchises	\$ 18,718,250	\$ 18,662,198	\$ 19,118,728	\$ 19,118,728	\$ 456,530	2.4%
Charges For Services	786,045	655,175	669,782	669,782	14,607	2.2%
Other Financing Sources	39,112	250	57,343	57,343	57,093	22,837.2%
Revenue From Use Of Money/Property	100,959	91,064	150,512	150,512	59,448	65.3%
Aid From Government Agencies - Federal	14,365	10,000	14,469	14,469	4,469	44.7%
Revenue From Other Government Agencies	40,231	—	—	—	—	—
Aid From Government Agencies - State	1,066,809	1,218,334	1,091,984	1,091,984	(126,350)	-10.4%
<b>Total Revenues</b>	<b>\$ 20,765,771</b>	<b>\$ 20,637,021</b>	<b>\$ 21,102,818</b>	<b>\$ 21,102,818</b>	<b>\$ 465,797</b>	<b>2.3%</b>



**DEH - Admin Fund 0030 — Cost Center 1194**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0030-Environmental Health (Fund Number 0030)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	6.0	\$ 3,926,413	\$ 101,064
Board Approved Adjustments During FY 2016	—	15,900	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,802	—
IntraCounty Adjustments	—	(1,745,469)	—
Other Adjustments	—	(470)	63,917
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 2,213,176</b>	<b>\$ 164,981</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3,283	\$ —
Decision Packages			
Augment Information Technology Services in DEH	1.0	165,317	—
Improve Plan Approval Process within DEH	1.0	119,333	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 287,933</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 2,501,109</b>	<b>\$ 164,981</b>

**EHS - Planning Fund 0030 — Cost Center 026102**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0030-Environmental Health (Fund Number 0030)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	66.0	\$ 11,923,952	\$ 13,779,407
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	293,110	—
IntraCounty Adjustments	—	1,101,691	—
Other Adjustments	—	(6,646)	104,923
<b>Subtotal (Current Level Budget)</b>	<b>66.0</b>	<b>\$ 13,312,106</b>	<b>\$ 13,884,330</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ (93,887)	\$ —
Decision Packages			
Add Management Oversight in Consumer Protection Division	1.0	198,157	—
Expand Onsite Wastewater Treatment System Program	1.0	183,924	—
Improve Plan Approval Process within DEH	—	8,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 296,194</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>68.0</b>	<b>\$ 13,608,300</b>	<b>\$ 13,884,330</b>



**Toxics Solid & Haz Materials Fund 0030 — Cost Center 026103**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0030-Environmental Health (Fund Number 0030)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	32.0	\$ 6,356,192	\$ 6,756,550
Board Approved Adjustments During FY 2016	-3.0	(305,827)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	230,766	—
IntraCounty Adjustments	—	646,401	—
Other Adjustments	—	(3,001)	296,957
<b>Subtotal (Current Level Budget)</b>	<b>29.0</b>	<b>\$ 6,924,531</b>	<b>\$ 7,053,507</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 5,223	\$ —
Decision Packages			
Add Staffing to the Hazardous Materials Compliance Division	—	213,398	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 218,621</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>29.0</b>	<b>\$ 7,143,152</b>	<b>\$ 7,053,507</b>

**Vector Control District— Budget Unit 411**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4224	Vector Control Fund 0028	\$ 7,097,778	\$ 7,631,041	\$ 8,461,424	\$ 8,466,310	\$ 835,269	10.9%
<b>Total Net Expenditures</b>		<b>\$ 7,097,778</b>	<b>\$ 7,631,041</b>	<b>\$ 8,461,424</b>	<b>\$ 8,466,310</b>	<b>\$ 835,269</b>	<b>10.9%</b>

**Vector Control District— Budget Unit 411**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4224	Vector Control Fund 0028	\$ 7,111,290	\$ 7,631,041	\$ 8,461,424	\$ 8,466,310	\$ 835,269	10.9%
<b>Total Gross Expenditures</b>		<b>\$ 7,111,290</b>	<b>\$ 7,631,041</b>	<b>\$ 8,461,424</b>	<b>\$ 8,466,310</b>	<b>\$ 835,269</b>	<b>10.9%</b>



### Vector Control District— Budget Unit 411 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 4,080,246	\$ 4,205,435	\$ 4,610,033	\$ 4,610,033	\$ 404,598	9.6%
Services And Supplies	2,443,638	3,045,606	3,471,391	3,476,277	430,671	14.1%
Other Charges	351,880	380,000	380,000	380,000	—	—
Fixed Assets	235,525	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 7,111,290</b>	<b>\$ 7,631,041</b>	<b>\$ 8,461,424</b>	<b>\$ 8,466,310</b>	<b>\$ 835,269</b>	<b>10.9%</b>
Expenditure Transfers	(13,512)	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>\$ 7,097,778</b>	<b>\$ 7,631,041</b>	<b>\$ 8,461,424</b>	<b>\$ 8,466,310</b>	<b>\$ 835,269</b>	<b>10.9%</b>

### Vector Control District— Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
4224	Vector Control Fund 0028	\$ 7,140,058	\$ 7,113,683	\$ 7,111,030	\$ 7,111,030	\$ (2,653)	0.0%
4225	Vector Control Fund 0199	1,337	1,206	1,337	1,337	131	10.9%
	<b>Total Revenues</b>	<b>\$ 7,141,395</b>	<b>\$ 7,114,889</b>	<b>\$ 7,112,367</b>	<b>\$ 7,112,367</b>	<b>\$ (2,522)</b>	<b>0.0%</b>

### Vector Control District— Budget Unit 411 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Revenue From Use Of Money/Property	\$ 59,491	\$ 63,582	\$ 59,477	\$ 59,477	\$ (4,105)	-6.5%
Aid From Government Agencies - Federal	2,457	1,000	2,583	2,583	1,583	158.3%
Taxes - Other Than Current Property	6,993,223	7,008,075	7,008,075	7,008,075	—	—
Other Financing Sources	72,083	42,232	42,232	42,232	—	—
Revenue From Other Government Agencies	14,141	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 7,141,395</b>	<b>\$ 7,114,889</b>	<b>\$ 7,112,367</b>	<b>\$ 7,112,367</b>	<b>\$ (2,522)</b>	<b>0.0%</b>



**Vector Control Fund 0028 — Cost Center 4224**  
**Major Changes to the Budget**

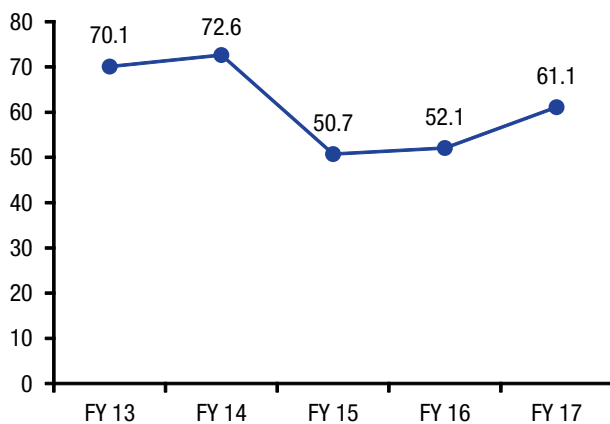
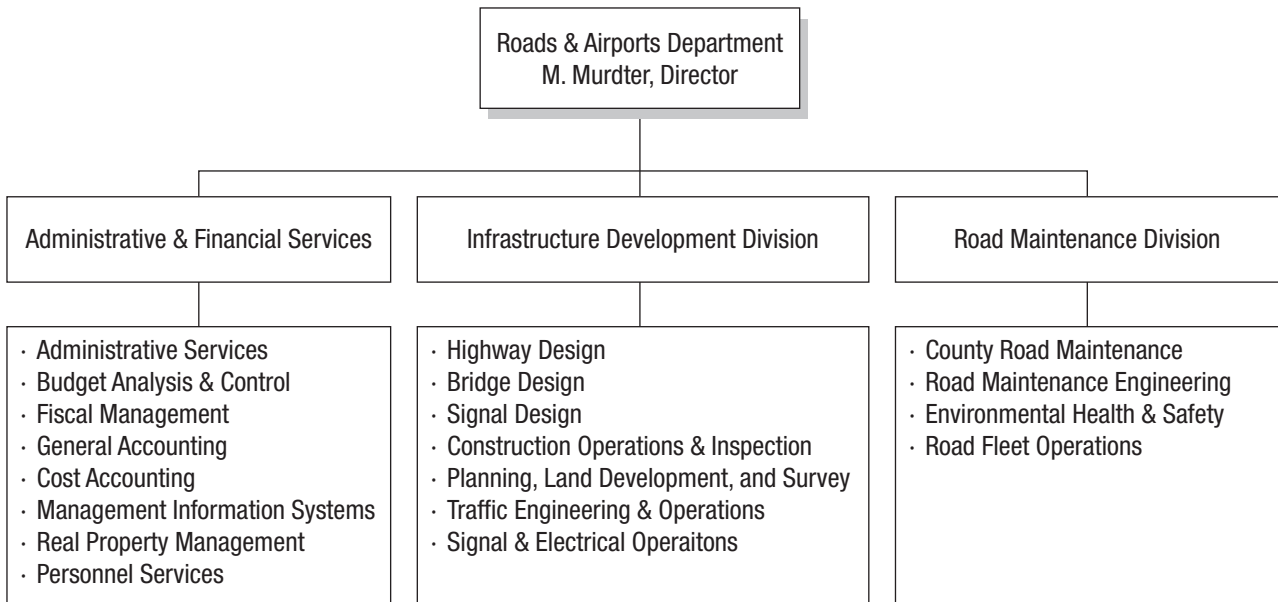
	Positions	Appropriations	Revenues
<b>0028-Vector Control District (Fund Number 0028)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	35.5	\$ 7,631,041	\$ 7,113,683
Board Approved Adjustments During FY 2016	—	21,890	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	384,301	—
IntraCounty Adjustments	—	409,589	—
Other Adjustments	—	14,603	(2,653)
<b>Subtotal (Current Level Budget)</b>	<b>35.5</b>	<b>\$ 8,461,424</b>	<b>\$ 7,111,030</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 4,886	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 4,886</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>35.5</b>	<b>\$ 8,466,310</b>	<b>\$ 7,111,030</b>

**Vector Control Fund 0199 — Cost Center 4225**  
**Major Changes to the Budget**

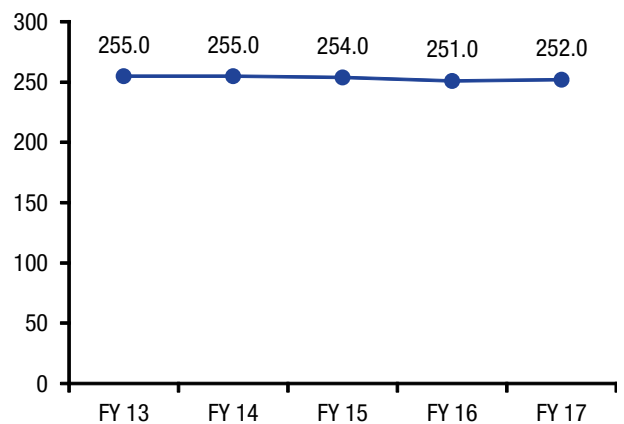
	Positions	Appropriations	Revenues
<b>0199-VCD Capital Fund (Fund Number 0199)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ —	\$ 1,206
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	131
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 1,337</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 1,337</b>



# Roads Department



**Gross Appropriation Trend**



**Staffing Trend**



## 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 628 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 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Labor Cost Adjustment for Capital Projects	↑	Ensures accurate labor costs and prevents double-counting of program costs.	—	—	\$4,200,000
Road Material Expense	↑	Provide materials for road resurfacing projects.	—	—	\$1,980,000
Signalized Intersection Battery Back-up Replacement	●	Phase 1 replacement of battery backup systems at signalized intersections.	—	—	\$60,000
Sale of Excess Land	↑	One-time sales of excess property.	—	\$2,000,000	(\$3,000,000)
Capital Projects	↑		—	—	\$460,367
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ 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.

**One-time Cost: \$4,200,000**

This action reduces on-going revenue by \$2,000,000 and increases one-time revenue in FY 16-17 by \$3,000,000.

The revenue from the one-time sale of excess Road Fund properties will assist with the ongoing deficit in the Road Fund due to declining Gas Tax revenues.

**Ongoing Cost: \$2,000,000**  
**One-time Savings: \$3,000,000**

#### ↑ Road Material Expense

**Recommended Action:** Allocate one-time funding for road material expense.

**One-time Cost: \$1,980,000**

#### ↑ 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: \$460,367**  
One-time Costs \$8,985,977  
One-time Revenue: \$8,525,610

#### ● Signalized Intersection Battery Back-up Replacement

**Recommended Action:** Allocate one-time funding for the first phase of the Department's five-year plan to replace battery back-up systems at signalized intersections.

**One-time Cost: \$60,000**

#### ↑ Sale of Excess Land

**Recommended Action:** Recognize one-time revenues from the sale of excess Road Fund properties.



## FY 16-17 Capital Projects

Project Description	Project Funding Source		
	Revenue	Fund Balance	Total Appropriation
<b>New Projects for FY 16-17</b>			
Lawrence Expressway Micro-surfacing and Pavement Repair	\$2,375,977		\$2,375,977
Page Mill - Interim Bicycle Improvements	\$430,000	\$50,000	\$480,000
Lawrence Expressway/Saratoga Intersection Improvements	\$1,000,000		\$1,000,000
FY17 Striping, Markings, and Markers Various County Roads		\$175,000	\$175,000
Replace Front Loops by Type D Various County Roads		\$50,000	\$50,000
Herbert Creek at Alamitos Road (37C0501)	\$700,000		\$700,000
Herbert Creek at Alamitos Road (37C0502)	\$700,000		\$700,000
Herbert Creek at Alamitos Road (37C0503)	\$700,000		\$700,000
MMR - Stevens Canyon (37C0574 & 37C0575) (10 YR)	\$110,000		\$110,000
MMR -Alamitos Creek Bridge at Alamitos Road (37C0159) (10 YR)	\$225,000		\$225,000
<b>Subtotal</b>	<b>\$6,240,977</b>	<b>\$275,000</b>	<b>\$6,515,977</b>
<b>Active Projects requiring New Allocations</b>			
Almaden Expressway Traffic Signal Modifications	\$87,500	\$122,500	\$210,000
Little Uvas Creek Bridge at Uvas Road (37C-095)		\$60,000	\$60,000
Alamitos Creek Bridge at Alamitos Road (37C0159)	\$550,000		\$550,000
Isabel Creek Bridge at San Antonio Valley Road (37C0089)	\$1,150,000		\$1,150,000
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
Red Fox Creek Bridge @ New Avenue (37C-172)	\$75,000		\$75,000
37C0198 Sunnyvale OH/Lawrence Expressway	\$22,133	\$2,867	\$25,000
<b>Subtotal</b>	<b>\$2,284,633</b>	<b>\$185,367</b>	<b>\$2,470,000</b>
<b>Total</b>	<b>\$8,525,610</b>	<b>\$460,367</b>	<b>\$8,985,977</b>

## Roads & Airports Department - Roads— Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6410	Roads & Airports Admin Fund 0023	\$ 6,214,919	\$ 7,736,252	\$ 8,148,595	\$ 8,152,506	\$ 416,254	5.4%
6480	Accumulating Overhead Fund 0023	(17,493,075)	—	—	—	—	—
060302	Roads & Fleet	38,677,288	27,859,331	25,193,070	27,161,761	(697,571)	-2.5%
060303	Infrastructure Development - Fund 0023	41,953,616	12,275,314	16,699,706	21,594,116	9,318,801	75.9%
<b>Total Net Expenditures</b>		<b>\$ 69,352,748</b>	<b>\$ 47,870,897</b>	<b>\$ 50,041,370</b>	<b>\$ 56,908,382</b>	<b>\$ 9,037,485</b>	<b>18.9%</b>



### Roads & Airports Department - Roads— Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6410	Roads & Airports Admin Fund 0023	\$ 6,214,919	\$ 7,736,252	\$ 8,148,595	\$ 8,152,506	\$ 416,254	5.4%
6480	Accumulating Overhead Fund 0023	(15,244,743)	—	—	—	—	—
060302	Roads & Fleet	38,707,798	27,939,036	25,193,070	27,197,145	(741,892)	-2.7%
060303	Infrastructure Development - Fund 0023	44,036,687	16,395,609	16,699,706	25,758,732	9,363,122	57.1%
<b>Total Gross Expenditures</b>		<b>\$ 73,714,661</b>	<b>\$ 52,070,897</b>	<b>\$ 50,041,370</b>	<b>\$ 61,108,382</b>	<b>\$ 9,037,485</b>	<b>17.4%</b>

### Roads & Airports Department - Roads— Budget Unit 603 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 30,727,964	\$ 33,300,966	\$ 34,821,030	\$ 34,821,030	\$ 1,520,064	4.6%
Services And Supplies	12,544,511	17,274,778	14,433,873	16,454,908	(819,870)	-4.7%
Other Charges	—	669,001	669,001	669,001	—	—
Fixed Assets	30,442,186	826,152	117,466	9,163,443	8,337,291	1,009.2%
<b>Total Gross Expenditures</b>	<b>\$ 73,714,661</b>	<b>\$ 52,070,897</b>	<b>\$ 50,041,370</b>	<b>\$ 61,108,382</b>	<b>\$ 9,037,485</b>	<b>17.4%</b>
Expenditure Transfers	(4,361,913)	(4,200,000)	—	(4,200,000)	—	—
<b>Total Net Expenditures</b>	<b>\$ 69,352,748</b>	<b>\$ 47,870,897</b>	<b>\$ 50,041,370</b>	<b>\$ 56,908,382</b>	<b>\$ 9,037,485</b>	<b>18.9%</b>

### Roads & Airports Department - Roads— Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
6410	Roads & Airports Admin Fund 0023	\$ 42,467,139	\$ 37,467,209	\$ 34,496,384	\$ 35,496,384	\$ (1,970,825)	-5.3%
060302	Roads & Fleet	3,613,504	181,150	215,150	215,150	34,000	18.8%
060303	Infrastructure Development - Fund 0023	17,794,509	1,791,590	1,835,072	10,360,682	8,569,092	478.3%
<b>Total Revenues</b>		<b>\$ 63,875,152</b>	<b>\$ 39,439,949</b>	<b>\$ 36,546,606</b>	<b>\$ 46,072,216</b>	<b>\$ 6,632,267</b>	<b>16.8%</b>



## Roads & Airports Department - Roads— Budget Unit 603

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Aid From Government Agencies - State	\$ 39,846,848	\$ 34,561,152	\$ 31,400,000	\$ 31,400,000	\$ (3,161,152)	-9.1%
Charges For Services	591,428	482,425	529,391	529,391	46,966	9.7%
Other Financing Sources	12,466,800	2,161,400	2,148,068	7,041,545	4,880,145	225.8%
Revenue From Use Of Money/Property	970,230	772,785	796,960	796,960	24,175	3.1%
Taxes - Other Than Current Property	257,259	264,338	319,338	319,338	55,000	20.8%
Licenses, Permits, Franchises	1,649,969	1,150,000	1,305,000	1,305,000	155,000	13.5%
Aid From Government Agencies - Federal	7,811,921	47,849	47,849	4,679,982	4,632,133	9,680.7%
Revenue From Other Government Agencies	280,697	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 63,875,152</b>	<b>\$ 39,439,949</b>	<b>\$ 36,546,606</b>	<b>\$ 46,072,216</b>	<b>\$ 6,632,267</b>	<b>16.8%</b>

## Roads & Airports Admin Fund 0023 — Cost Center 6410

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0023-Road Fund (Fund Number 0023)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	22.0	\$ 7,736,252	\$ 37,467,209
Board Approved Adjustments During FY 2016	—	20,040	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	34,750	—
IntraCounty Adjustments	—	326,263	5,000
Other Adjustments	—	31,290	(2,975,825)
<b>Subtotal (Current Level Budget)</b>	<b>22.0</b>	<b>\$ 8,148,595</b>	<b>\$ 34,496,384</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 3,911	\$ —
Decision Packages			
Sale of Excess Land	—	—	1,000,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,911</b>	<b>\$ 1,000,000</b>
<b>Recommended Budget</b>	<b>22.0</b>	<b>\$ 8,152,506</b>	<b>\$ 35,496,384</b>



## Roads & Fleet — Cost Center 060302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0023-Road Fund (Fund Number 0023)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	143.0	\$ 27,549,331	\$ 181,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	780,658	—
IntraCounty Adjustments	—	163,826	(5,000)
Other Adjustments	—	(3,310,746)	(16,000)
<b>Subtotal (Current Level Budget)</b>	<b>143.0</b>	<b>\$ 25,183,070</b>	<b>\$ 160,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 24,075	\$ —
Decision Packages			
Labor Cost Adjustment for Capital Projects	—	(35,384)	—
Road Material Expense	—	1,980,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,968,691</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>143.0</b>	<b>\$ 27,151,761</b>	<b>\$ 160,000</b>
<b>1620-El Matador Drive Maint (Fund Number 1620)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 10,000	\$ 150
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	55,000
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 10,000</b>	<b>\$ 55,150</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 10,000</b>	<b>\$ 55,150</b>
<b>0020-Road CIP (Fund Number 0020)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 300,000	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(300,000)	—



## Roads & Fleet — Cost Center 060302

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	— \$	— \$	—
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	— \$	— \$	—
<b>Recommended Budget</b>	— \$	— \$	—

## Infrastructure Development - Fund 0023 — Cost Center 060303

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0023-Road Fund (Fund Number 0023)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	86.0 \$	11,505,162 \$	1,262,100
Board Approved Adjustments During FY 2016	1.0	183,171	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	511,474	—
IntraCounty Adjustments	—	2,568	52,466
Other Adjustments	—	3,810,864	152,168
<b>Subtotal (Current Level Budget)</b>	<b>87.0 \$</b>	<b>16,013,240 \$</b>	<b>1,466,734</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	13,049 \$	—
Decision Packages			
Labor Cost Adjustment for Capital Projects	—	(4,164,616)	—
Signalized Intersection Battery Back-up Replacement	—	60,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(4,091,567) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>87.0 \$</b>	<b>11,921,673 \$</b>	<b>1,466,734</b>

### 1528-County Lighting Service Fund (Fund Number 1528)

<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	310,000 \$	268,338
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	52,466	—
Other Adjustments	—	25,000	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>387,466 \$</b>	<b>268,338</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—

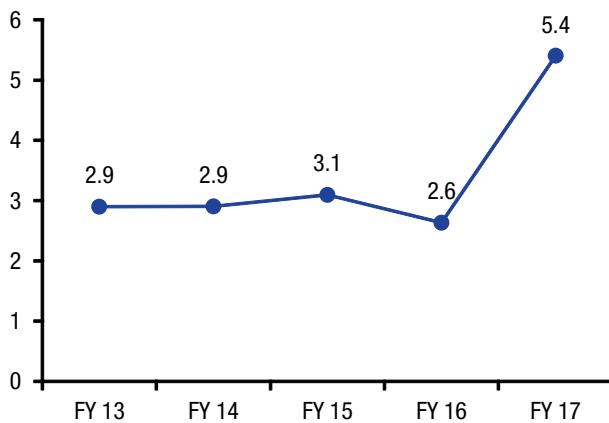
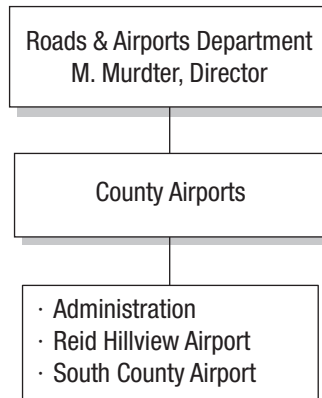


**Infrastructure Development - Fund 0023 — Cost Center 060303**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>387,466 \$</b>	<b>268,338</b>
<b>0020-Road CIP (Fund Number 0020)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	460,152 \$	261,152
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(161,152)	(161,152)
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>299,000 \$</b>	<b>100,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Capital Projects	—	—	8,525,610
Information Technology			
Capital			
Roads and Airports CIP FY2017	—	8,985,977	—
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>8,985,977 \$</b>	<b>8,525,610</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>9,284,977 \$</b>	<b>8,625,610</b>

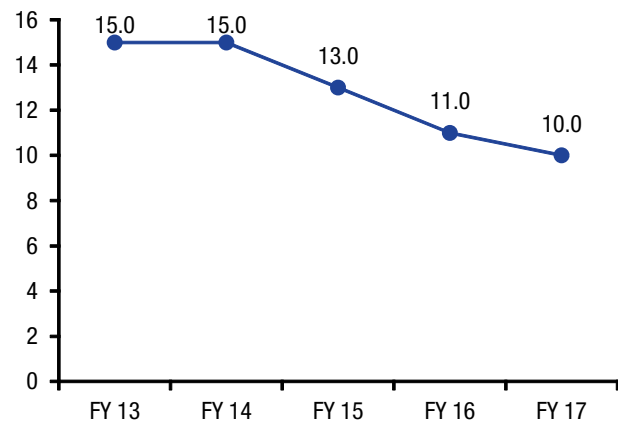


# Airports Department



**Gross Appropriation Trend**

Includes recommended one-time \$3,000,000 General Fund Loan for Pavement Maintenance in FY 16-17



**Staffing Trend**

Section 5: Housing, Land Use, Environment & Transportation



## Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation community and the traveling public**



## Description of Major Services

The Department is authorized by the Santa Clara County Ordinance Code (Section A13-13(c)) to “Plan, design, construct, maintain, and operate County airports.” The Board of Supervisors determines the level of service to be provided at the airports, and the Santa Clara County Airports Commission provides advice, studies, and recommendations to the Board on airport issues.

The Department manages two airports: Reid-Hillview and San Martin Airports, comprised of:

- 5 miles of runways and taxiways
- 245 aircraft hangars, and
- 263 open aircraft tie-down storage spaces

## Operations Management

This function oversees the daily operations and maintenance services of the two airports. The services include general maintenance and repair, runway and taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Operations Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

## Property Management

This function oversees airport-related licenses, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years, the Department has maintained financial self-sufficiency in its management of the airport facilities and resources.

## Capital Improvement Projects

This function is responsible for the design and implementation of capital projects necessary to provide safe and useful facilities for general aircraft pilots while improving upon the current infrastructure.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2017 Ongoing Net Cost/(Savings)	FY 2017 One-Time Net Cost/(Savings)
Delete Airport Business Manager Position	●	Reduce staff as the final part of the transfer of the Palo Alto Airport to the City of Palo Alto.	(1.0)	(\$117,987)	—
One-time Loan to Airport Enterprise Fund for Pavement Maintenance	↑	Enable pavement maintenance for Reid-Hillview and San Martin Airports.	—	\$60,000	—

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

#### ● Delete Airport Business Manager Position

**Recommended Action:** Delete 1.0 FTE Airport Business Manager position in the Airports Department.

This action is the final personnel action relating to the anticipated reduction in Airports Division staffing resulting from the transfer of Palo Alto Airport back to the City of Palo Alto.

**Positions Deleted: 1.0 FTE**  
**Ongoing Savings: \$117,987**

#### ↑ One-time Loan to Airport Enterprise Fund for Pavement Maintenance

**Recommended Action:** Provide a one-time General Fund loan of \$3,000,000 to the Airport Enterprise Fund, establishing both reimbursement and interest agreements, and allocate these funds for the purpose of performing pavement maintenance work at both Reid-Hillview (RHV) and San Martin (E16) Airports. Additionally, allocate \$60,000 in ongoing funds for the payment of interest on the loan from the general fund.

The Department will repay the loan interest and principal with or without federal funding. The loan will be identified along with all terms and conditions in the MOU for repayment that will be brought to the Board for approval in June 2016.

**Background/Service Impact:** Due to the ongoing Federal Aviation Regulations (FAR) Part 16 complaint relating to skydiving at San Martin Airport and the associated suspension of FAA grant funding, a \$3.0 million loan is recommended from the General Fund to the Airport Enterprise Fund to provide for deferred pavement

maintenance at both Reid-Hillview Airport and San Martin Airport pending resolution of the long-running Part 16 complaint.

The Airport Enterprise Fund will cover loan interest payments from its operating budget. The repayment of principal, once the Part 16 complaint is formally resolved, will be pursued in one of two repayment options:

**Option 1: Future FAA Grant** Since the proposed pavement work is grant-eligible, the County would be eligible for reimbursement from the FAA retroactively through a future FAA grant should the Board elect to continue to apply for such grants and be subject to the grant long-term assurances that are attached to the federal funding. Before applying, Administration recommends that the Board convene a workshop this fall to explore the future of the airports with such a grant and the requirements it would bring.

**Option 2: Revenue from the planned non-aviation commercial development on the vacant RHV property at Tully Rd. and Capitol Expressway** This proposed development is part of the RHV Airport Master Plan adopted by the Board. The Airports Department will bring an RFP for the Board's consideration in early FY 16-17, but the FAA will not allow the County to proceed until the Part 16 complaint is resolved. This option will take longer than Option 1 above to generate the revenue necessary to begin repayment of principal.

**Ongoing Cost: \$60,000**  
One-time Cost: \$3,060,000  
One-time Revenue: \$3,000,000



**Roads & Airports Dept - Airports— Budget Unit 608**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
060805	Airport Operations	\$ 2,102,230	\$ 2,588,252	\$ 2,459,841	\$ 5,403,554	\$ 2,815,302	108.8%
<b>Total Net Expenditures</b>		<b>\$ 2,102,230</b>	<b>\$ 2,588,252</b>	<b>\$ 2,459,841</b>	<b>\$ 5,403,554</b>	<b>\$ 2,815,302</b>	<b>108.8%</b>

**Roads & Airports Dept - Airports— Budget Unit 608**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
060805	Airport Operations	\$ 2,102,230	\$ 2,588,252	\$ 2,459,841	\$ 5,403,554	\$ 2,815,302	108.8%
<b>Total Gross Expenditures</b>		<b>\$ 2,102,230</b>	<b>\$ 2,588,252</b>	<b>\$ 2,459,841</b>	<b>\$ 5,403,554</b>	<b>\$ 2,815,302</b>	<b>108.8%</b>

**Roads & Airports Dept - Airports— Budget Unit 608**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 1,000,862	\$ 1,250,733	\$ 1,196,280	\$ 1,078,293	\$ (172,440)	-13.8%
Services And Supplies	884,398	917,124	843,166	844,866	(72,258)	-7.9%
Other Charges	216,970	420,395	420,395	480,395	60,000	14.3%
Fixed Assets	—	—	—	3,000,000	3,000,000	n/a
<b>Total Net Expenditures</b>	<b>\$ 2,102,230</b>	<b>\$ 2,588,252</b>	<b>\$ 2,459,841</b>	<b>\$ 5,403,554</b>	<b>\$ 2,815,302</b>	<b>108.8%</b>

**Roads & Airports Dept - Airports— Budget Unit 608**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
060805	Airport Operations	\$ 2,514,155	\$ 2,092,900	\$ 2,126,550	\$ 5,126,550	\$ 3,033,650	144.9%
<b>Total Revenues</b>		<b>\$ 2,514,155</b>	<b>\$ 2,092,900</b>	<b>\$ 2,126,550</b>	<b>\$ 5,126,550</b>	<b>\$ 3,033,650</b>	<b>144.9%</b>



## Roads & Airports Dept - Airports— Budget Unit 608

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Charges For Services	\$ 297,014	\$ 265,000	\$ 273,500	\$ 273,500	8,500	3.2%
Other Financing Sources	2,070,016	1,705,900	1,721,750	4,721,750	3,015,850	176.8%
Revenue From Use Of Money/Property	139,896	115,200	124,500	124,500	9,300	8.1%
Aid From Government Agencies - Federal	2,051	6,800	6,800	6,800	—	—
Revenue From Other Government Agencies	5,178	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 2,514,155</b>	<b>\$ 2,092,900</b>	<b>\$ 2,126,550</b>	<b>\$ 5,126,550</b>	<b>\$ 3,033,650</b>	<b>144.9%</b>

## Airport Operations — Cost Center 060805

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0061 - Airport Enterprise Fund (Fund Number 0061)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	11.0	\$ 2,588,252	\$ 2,092,900
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,483	—
IntraCounty Adjustments	—	(78,223)	200
Other Adjustments	—	(77,671)	33,450
<b>Subtotal (Current Level Budget)</b>	<b>11.0</b>	<b>\$ 2,459,841</b>	<b>\$ 2,126,550</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,700	\$ 3,000,000
Decision Packages			
One-time Loan to Airport Enterprise Fund	—	3,000,000	—
Airport Restoration Loan	—	60,000	—
Delete Airport Business Manager Position	-1.0	(117,987)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ 2,943,713</b>	<b>\$ 3,000,000</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 5,403,554</b>	<b>\$ 5,126,550</b>



# 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 the 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 nearly 230,000 residents that live in the Department's service area. The communities of Cupertino, Los Gatos, Monte Sereno, portions of Saratoga, and unincorporated areas generally west of these cities are part of the Fire District.

In addition, the Department contracts to provide fire and emergency medical services to the cities of Campbell and Los Altos, the Los Altos Hills County Fire District, and the Saratoga Fire District. The Board of Supervisors, sitting as the Board of Directors, hears all concerns related to the administration of the Fire District at their regularly agendized meetings. The Department also provides the County, via contractual agreement, Fire Marshal and emergency management-related services.

Health and Safety Code Section 13862 empowers the Department to provide services for fire protection, rescue, emergency medical (including advanced life support), hazardous materials, emergency response, and others related to the protection of life and property.

The organization is structured around five distinct service divisions:

- The Fire Prevention Division provides fire inspection services and code enforcement.
- The Operations Division coordinates resources for emergency response.
- The Training Division coordinates and delivers training to District employees and public fire education.
- The Administrative Services Division provides general management and administrative support.
- The Support Service Division administers supplies, apparatus maintenance, and facility maintenance.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

### Los Altos Hills County Fire District

The Los Altos Hills County Fire District (LAHCFD) is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors, as the governing body, appoints seven commissioners to four-year terms.

The LAHCFD provides fire protection and emergency medical services to the unincorporated area adjacent to the City of Los Altos and approximately 12 square miles

in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid-Peninsula Regional Park District and Permanente properties. The LAHCFD serves approximately 13,000 people. Fire protection services are provided through a contract with the Santa Clara County Fire Department.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

### South Santa Clara County Fire District

The South Santa Clara County Fire District (SSCCFD) operates under the provisions of the California Health and Safety Code commencing at Section 13801. The Board of Supervisors, as the governing body, appoints seven district commissioners from the community to four-year terms. The commission meets regularly to hear all concerns of the District and to provide community oversight of the SSCCFD administration.

SSCCFD is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires, as well as the protection of life and property. SSCCFD provides full service fire protection, emergency response, emergency management and advanced life support to the unincorporated areas within its jurisdiction.

SSCCFD includes the unincorporated South Santa Clara Valley, the foothills east of the valley, and the Santa Cruz Mountains Southeast of Mount Umunhum. SSCCFD is approximately 320 square miles or 205,066 acres. SSCCFD serves approximately 39,000 County residents and thousands of travelers and visitors through a busy transportation corridor.

The District is administered and staffed by the California Department of Forestry and Fire Protection (CAL FIRE) through a Cooperative Fire Agreement. All actual personnel costs are reimbursed to CAL FIRE by SSCCFD. SSCCFD currently staffs four fire stations: one on Highway 152 west of Gilroy, one near Pacheco Pass east of Gilroy, one near San Martin, and one in Morgan Hill. SSCCFD has established reciprocal automatic mutual aid to all neighboring fire departments through agreements.



The bulk of the revenues for SSCCFD are derived from local property taxes. Some revenues come from Homeowners Property Tax Replacement, supplemental property taxes, grants and miscellaneous revenues.

## County Executive's Recommendation

### Santa Clara County Central Fire Protection District

The Santa Clara County Fire Department proposes a budget that anticipates utilizing \$17.1 million of its projected \$31.8 million fund balance from FY 15-16 for one-time use. The Department does not have a contingency reserve, thus the fund balance includes contingency funds. The estimated revenues and recommended uses may be revised prior to the budget hearing to adopt the budget.

#### ↑ Fixed Assets

**Recommended Action:** Allocate \$10,676,469 in one-time funding for fixed assets, as reflected in the following table:

#### Central Fire Fixed Assets

Description	Amount
Air Bag Lifting Systems	\$22,000
App Bay Lights (Shop)	\$12,500
Apparatus (T71,T74,HazMat Unit)	\$2,880,000
Arson Records Management System	\$50,000
Audio Visual Equipment	\$8,000
Cameras - Arson Investigations	\$7,123
Campershells for Utility Vehicles (4)	\$8,000
Computers/Servers/Printers	\$166,000
Concrete Floor Installs (SS,CU, LO)	\$69,500
Door (Steel, Main Front) (LG)	\$2,500
EMS Supply Tracking System	\$50,000
Exhaust Systems	\$20,000
Fitness Equipment	\$35,000
Flooring (EM, WV)	\$48,000
Freezer, Flammabe Materials	\$3,216
HazMat Monitoring Equipment	\$88,600
Hose Rack (EM)	\$2,800
HQ Lighting Retrofit (1st Floor)	\$9,000
HQ Office Up-Grades	\$41,000
HQ Siding	\$270,000
Hurst Tools (2)	\$75,950

#### Central Fire Fixed Assets

Description	Amount
HVAC improvements	\$25,000
iPads	\$15,300
Kitchen Modifications (SS)	\$51,000
MedixSafe	\$45,000
Parking Lot (WI, WV, DT, CA, LA)	\$3,700
Purchase Order System	\$80,000
Radios, Repeaters, emtrac	\$121,000
Reciprocating Saw (6)	\$11,580
Redwood Sta. Replacement - Modular	\$15,000
Repaint Stations (EM, SH Shop)	\$29,500
Roof Repair (SS)	\$20,000
Shredder	\$6,000
Station Generator (SU, LA)	\$96,000
Station Lockers (WV)	\$4,200
Station Replacement	\$5,500,000
Station Ringdown System	\$42,000
Thermal Imaging Cameras (7)	\$63,000
Tire Storage Unit (Installed)	\$39,000
Vehicles, autos and vans	\$390,000
VNF Command Channel build out	\$250,000
<b>Total</b>	<b>\$10,676,469</b>

**One-time Cost: \$10,676,469**



## ↑ Committed Fund Reserves - Station Replacement

**Recommended Action:** Allocate \$12,000,000 in one-time funds to Committed Fund Balance - Major Facilities Replacement for future capital expenditures.

**Service Impact/Background:** The Santa Clara County Fire Department has completed a five-year Facilities Master Plan, which has identified and prioritized major repairs and replacements. At this time, \$12 million will be set aside for station replacement. This is the best estimate of the cost of the capital project and may need to be adjusted after the project planning process is complete. The Department will return to the Board to award the construction contract and augment funds, if necessary.

**One-time Cost: \$12,000,000**

## Position Summary

The Santa Clara County Central Fire Protection District is not included in the Position Detail by Cost Center Appendix. The following table lists the Department's FTE in each classification for FY 16-17.

### Santa Clara County Fire Protection District FY 16-17 Summary of Positions

Job Title	FY 16-17 Recommended FTE
Administrative Assistant I	3
Administrative Assistant II	6
Administrative Support Officer II or Administrative Support Officer I	1
Administrative Support Officer III or Administrative Support Officer II	1
Arson Investigator II or Arson Investigator I	2
Assitant Deputy Director of Community Education Services	1
Assistant Fire Marshal	1
Assitant Fire Chief or Deputy Chief: With Call Duty or Deputy Chief: Without Call Duty	1
Battalion Chief	9
Business Services Associate I	1
Business Services Associate II	2
Chief Fire Investigator	1
Construction Coordinator	1
Data Base Administrator	1
Deputy Chief: With Call Duty or Deputy Chief: Without Call Duty	4
Deputy Director of Emergency Management	1
Deputy Fire Marshal II or Fire Protection Engineer or Deputy Fire Marshal I or Assoc. Fire Protection Engineer	13
Deputy Fire Marshal Trainee	3
Director of Business Services	1
Director of Emergency Management	1
Director of Personnel Services	1
Ems Coordinator	1
Fire Captain	65
Fire Chief	1
Fire Mechanic or Fire Mechanic II or Fire Mechanic I	3
Firefighter/Engineer	156
General Maint. Craftsworker	2
GIS Analyst	1



## Santa Clara County Fire Protection District FY 16-17 Summary of Positions

Job Title	FY 16-17 Recommended FTE
Hazardous Materials Specialist	2
Information Systems Analyst II or	1
Information Systems Analyst I	
Information Systems Analyst III	1
Information Technology Officer	1
Management Analyst or	2
Management Analyst - Associate B or	
Management Analyst - Associate A	
Office Assistant	2
Program Specialist I or	7
Program Specialist II	
Public Information Officer	1
Senior Deputy Fire Marshal	3
Senior Fire Mechanic	1
Senior Hazardous Materials Specialist	1
Senior Program Specialist	1
Staff Battalion Chief or	3
Battalion Chief	
Supply Services Assistant	1
Supply Services Specialist	1
<b>Total FTE</b>	<b>312.0</b>

## Summary of Central Fire Protection District Budget – FY 16-17

Resources	Amount
FY 16-17 Revenues	\$101,791,739
Estimated use of Fund Balance	\$17,127,990
<b>Total Revenue plus Fund Balance</b>	<b>\$118,919,729</b>
Expenses	Amount
Salaries and Benefits	\$82,417,000
Services and Supplies	\$15,487,646
Debt Service and Interest	\$333,950
Fixed Assets	\$10,676,469
Budgeted Reserves-Station Replacement	\$12,000,000
Reimbursements	(\$1,995,336)
<b>Total Expenses</b>	<b>\$118,919,729</b>

## Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates utilizing approximately \$274,001 of its estimated \$10.9 million fund balance from FY 15-16 for one-time use. The estimated revenues and recommended uses may be revised prior to the budget

hearing to adopt the budget. The recommended budget was approved by the Los Altos Hills County Fire District Commission.

## ↑ Projects and Programs

**Recommended Action:** Allocate \$3,977,570 in one-time funds for the LAHCFD projects and programs listed in the following table:

## Summary of LAHCFD Project and Programs

Description	Amount
Chipping Program	\$300,000
Yard Waste Program	\$39,000
Brush Goat Program	\$18,000
Buildings and Grounds	\$12,000
Emergency Access Roads	\$3,000
Dead Tree Program	\$1,200,000
Eucalyptus Program	\$300,000
Hydrant/Water Main Improvements - Purissima	\$1,955,570
Hydrant/Water Main Improvements - Cal Water	\$50,000
Projects & Programs Contingency	\$200,000
<b>Total Projects and Programs</b>	<b>\$3,977,570</b>

**One-time Cost: \$3,977,570**

## Summary of Los Altos Hills County Fire District Budget – FY 16-17

Resources	Amount
FY 16-17 Revenues	\$10,050,000
Estimated Use of Fund Balance	\$274,001
<b>Total Revenue plus Fund Balance</b>	<b>\$10,324,001</b>
Expenses	Amount
Salaries and Benefits – Contract Out	\$-
Services and Supplies	\$6,346,431
Projects and Programs	\$3,977,570
<b>Total Expense</b>	<b>\$10,324,001</b>

## South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates utilizing approximately \$564,467 of its \$1.5 million estimated fund balance to partially support ongoing operations, as revenues are not sufficient to meet the operational needs of SSCCFD. The SSCCFD does not have a contingency reserve, thus the fund balance includes contingency funds. The estimated revenues and recommended uses may be revised prior to the budget hearing to adopt the budget.





The recommended budget was approved by the South Santa Clara County Fire District Board of Commissioners.

### ↑ Fixed Assets

**Recommended Action:** Allocate \$275,000 in one-time funds for a water system upgrade and replacement of a modular structure at Station 3, and expansion of Station 2.

**One-time Cost: \$275,000**

### Summary of South Santa Clara County Fire District Budget – FY 16-17

Resources	Amount
FY 16-17 Revenues	\$5,817,900
Estimated Use of Fund Balance	\$564,467
<b>Total Revenue</b>	<b>\$6,382,367</b>
Expenses	Amount
Salaries and Benefits – Contract Out	-
Services and Supplies	\$6,107,367
Fixed Assets	\$275,000
<b>Total Expense</b>	<b>\$6,382,367</b>

### Central Fire Protection District— Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 31,316,434	\$ 104,172,326	\$ 96,224,454	\$ 118,900,945	\$ 14,728,619	14.1%
9144	General Support Svcs Fund 1524	1,466,503	15,017	17,614	18,784	3,767	25.1%
090403	Operations Div Fund 1524	51,923,848	—	—	—	—	—
090404	Training Div Fund 1524	2,503,684	—	—	—	—	—
090405	Prevention Div Fund 1524	3,906,664	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 91,117,134</b>	<b>\$ 104,187,343</b>	<b>\$ 96,242,068</b>	<b>\$ 118,919,729</b>	<b>\$ 14,732,386</b>	<b>14.1%</b>

### Central Fire Protection District— Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 32,729,019	\$ 105,810,326	\$ 98,219,790	\$ 120,896,281	\$ 15,085,955	14.3%
9144	General Support Svcs Fund 1524	1,466,503	15,017	17,614	18,784	3,767	25.1%
090403	Operations Div Fund 1524	51,923,848	—	—	—	—	—
090404	Training Div Fund 1524	2,503,684	—	—	—	—	—
090405	Prevention Div Fund 1524	3,906,664	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 92,529,719</b>	<b>\$ 105,825,343</b>	<b>\$ 98,237,404</b>	<b>\$ 120,915,065</b>	<b>\$ 15,089,722</b>	<b>14.3%</b>



### Central Fire Protection District— Budget Unit 904 Expenditures by Object

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Salary and Benefits	\$ 73,425,473	\$ 79,053,200	\$ 82,417,000	\$ 82,417,000	\$ 3,363,800	4.3%
Services And Supplies	13,271,845	14,554,333	15,486,454	15,487,646	933,313	6.4%
Other Charges	332,850	334,200	333,950	333,950	(250)	-0.1%
Fixed Assets	5,499,551	11,883,610	—	10,676,469	(1,207,141)	-10.2%
Reserves	—	—	—	12,000,000	12,000,000	n/a
<b>Total Gross Expenditures</b>	<b>\$ 92,529,719</b>	<b>\$ 105,825,343</b>	<b>\$ 98,237,404</b>	<b>\$ 120,915,065</b>	<b>\$ 15,089,722</b>	<b>14.3%</b>
Expenditure Transfers	(1,412,585)	(1,638,000)	(1,995,336)	(1,995,336)	(357,336)	21.8%
<b>Total Net Expenditures</b>	<b>\$ 91,117,134</b>	<b>\$ 104,187,343</b>	<b>\$ 96,242,068</b>	<b>\$ 118,919,729</b>	<b>\$ 14,732,386</b>	<b>14.1%</b>

### Central Fire Protection District— Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 94,929,281	\$ 95,664,450	\$ 101,791,739	\$ 101,791,739	\$ 6,127,289	6.4%
090403	Operations Div Fund 1524	66,912	—	—	—	—	—
090404	Training Div Fund 1524	49,982	—	—	—	—	—
090405	Prevention Div Fund 1524	620,479	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 95,666,654</b>	<b>\$ 95,664,450</b>	<b>\$ 101,791,739</b>	<b>\$ 101,791,739</b>	<b>\$ 6,127,289</b>	<b>6.4%</b>

### Central Fire Protection District— Budget Unit 904 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Taxes - Current Property	\$ 63,932,031	\$ 66,346,500	\$ 71,607,000	\$ 71,607,000	\$ 5,260,500	7.9%
Revenue From Use Of Money/Property	146,091	105,000	165,000	165,000	60,000	57.1%
Charges For Services	435,396	412,750	463,000	463,000	50,250	12.2%
Aid From Government Agencies - State	970,909	680,000	737,000	737,000	57,000	8.4%
Aid From Government Agencies - Federal	3,184,195	341,700	100,000	100,000	(241,700)	-70.7%
Other Financing Sources	25,482,467	26,345,000	27,331,239	27,331,239	986,239	3.7%
Licenses, Permits, Franchises	1,515,564	1,433,500	1,388,500	1,388,500	(45,000)	-3.1%
<b>Total Revenues</b>	<b>\$ 95,666,654</b>	<b>\$ 95,664,450</b>	<b>\$ 101,791,739</b>	<b>\$ 101,791,739</b>	<b>\$ 6,127,289</b>	<b>6.4%</b>



**CFD Admin Gen Dist Fund 1524 — Cost Center 9104**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>1524-Central Fire District (Fund Number 1524)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 104,172,326	\$ 95,664,450
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(390,257)	—
Other Adjustments	—	(7,557,615)	6,127,289
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 96,224,454</b>	<b>\$ 101,791,739</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 22	\$ —
Decision Packages			
Fixed Asset	—	10,676,469	—
Station Replacement Reserve	—	12,000,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 22,676,491</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 118,900,945</b>	<b>\$ 101,791,739</b>

**General Support Svcs Fund 1524 — Cost Center 9144**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>1524-Central Fire District (Fund Number 1524)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 15,017	\$ —
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	2,597	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 17,614</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ 1,170	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,170</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 18,784</b>	<b>\$ —</b>



**Los Altos Hills County Fire District— Budget Unit 979**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,196,119	\$ 11,628,480	\$ 6,346,431	\$ 10,324,001	\$ (1,304,479)	-11.2%
<b>Total Net Expenditures</b>		<b>\$ 9,196,119</b>	<b>\$ 11,628,480</b>	<b>\$ 6,346,431</b>	<b>\$ 10,324,001</b>	<b>\$ (1,304,479)</b>	<b>-11.2%</b>

**Los Altos Hills County Fire District— Budget Unit 979**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,196,119	\$ 11,628,480	\$ 6,346,431	\$ 10,324,001	\$ (1,304,479)	-11.2%
<b>Total Gross Expenditures</b>		<b>\$ 9,196,119</b>	<b>\$ 11,628,480</b>	<b>\$ 6,346,431</b>	<b>\$ 10,324,001</b>	<b>\$ (1,304,479)</b>	<b>-11.2%</b>

**Los Altos Hills County Fire District— Budget Unit 979**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 9,196,119	\$ 11,628,480	\$ 6,346,431	\$ 10,324,001	\$ (1,304,479)	-11.2%
<b>Total Net Expenditures</b>	<b>\$ 9,196,119</b>	<b>\$ 11,628,480</b>	<b>\$ 6,346,431</b>	<b>\$ 10,324,001</b>	<b>\$ (1,304,479)</b>	<b>-11.2%</b>

**Los Altos Hills County Fire District— Budget Unit 979**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,271,640	\$ 9,607,168	\$ 10,050,000	\$ 10,050,000	\$ 442,832	4.6%
<b>Total Revenues</b>		<b>\$ 9,271,640</b>	<b>\$ 9,607,168</b>	<b>\$ 10,050,000</b>	<b>\$ 10,050,000</b>	<b>\$ 442,832</b>	<b>4.6%</b>



## Los Altos Hills County Fire District— Budget Unit 979

### Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Taxes - Current Property	\$ 9,158,477	\$ 9,514,700	\$ 9,954,900	\$ 9,954,900	\$ 440,200	4.6%
Revenue From Use Of Money/Property	51,998	43,000	48,000	48,000	5,000	11.6%
Aid From Government Agencies - State	48,062	47,968	46,000	46,000	(1,968)	-4.1%
Other Financing Sources	13,103	1,500	1,100	1,100	(400)	-26.7%
<b>Total Revenues</b>	<b>\$ 9,271,640</b>	<b>\$ 9,607,168</b>	<b>\$ 10,050,000</b>	<b>\$ 10,050,000</b>	<b>\$ 442,832</b>	<b>4.6%</b>

## Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>1606-Los Altos Fire District (Fund Number 1606)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 11,628,480	\$ 9,607,168
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(5,282,049)	442,832
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 6,346,431</b>	<b>\$ 10,050,000</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Special Projects and Programs	—	3,977,570	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,977,570</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 10,324,001</b>	<b>\$ 10,050,000</b>

## South Santa Clara County Fire Protection District— Budget Unit 980

### Net Expenditures by Cost Center

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,618,087	\$ 5,692,546	\$ 5,847,826	\$ 5,872,826	\$ 180,280	3.2%
9120	South Santa Clara Co Fire Dist Fund 1574	138,745	217,862	215,607	215,607	(2,255)	-1.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	293,934	43,934	293,934	—	—
	<b>Total Net Expenditures</b>	<b>\$ 4,756,833</b>	<b>\$ 6,204,342</b>	<b>\$ 6,107,367</b>	<b>\$ 6,382,367</b>	<b>\$ 178,025</b>	<b>2.9%</b>



**South Santa Clara County Fire Protection District— Budget Unit 980**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,618,087	\$ 5,692,546	\$ 5,847,826	\$ 5,872,826	\$ 180,280	3.2%
9120	South Santa Clara Co Fire Dist Fund 1574	138,745	217,862	215,607	215,607	(2,255)	-1.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	293,934	43,934	293,934	—	—
<b>Total Gross Expenditures</b>		<b>\$ 4,756,833</b>	<b>\$ 6,204,342</b>	<b>\$ 6,107,367</b>	<b>\$ 6,382,367</b>	<b>\$ 178,025</b>	<b>2.9%</b>

**South Santa Clara County Fire Protection District— Budget Unit 980**  
**Expenditures by Object**

Object	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Services And Supplies	\$ 4,596,034	\$ 5,737,637	\$ 5,898,383	\$ 5,898,383	\$ 160,746	2.8%
Other Charges	126,325	216,705	208,984	208,984	(7,721)	-3.6%
Fixed Assets	34,474	250,000	—	275,000	25,000	10.0%
<b>Total Net Expenditures</b>	<b>\$ 4,756,833</b>	<b>\$ 6,204,342</b>	<b>\$ 6,107,367</b>	<b>\$ 6,382,367</b>	<b>\$ 178,025</b>	<b>2.9%</b>

**South Santa Clara County Fire Protection District— Budget Unit 980**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,679,771	\$ 5,596,952	\$ 5,554,093	\$ 5,554,093	\$ (42,859)	-0.8%
9120	South Santa Clara Co Fire Dist Fund 1574	231,154	217,862	215,607	215,607	(2,255)	-1.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	16,914	35,000	48,200	48,200	13,200	37.7%
<b>Total Revenues</b>		<b>\$ 4,927,839</b>	<b>\$ 5,849,814</b>	<b>\$ 5,817,900</b>	<b>\$ 5,817,900</b>	<b>\$ (31,914)</b>	<b>-0.5%</b>



### South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Type

Type	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Taxes - Current Property	\$ 4,344,499	\$ 4,509,800	\$ 4,562,290	\$ 4,562,290	\$ 52,490	1.2%
Revenue From Use Of Money/Property	9,004	31,000	31,000	31,000	—	—
Aid From Government Agencies - State	22,654	98,845	41,000	41,000	(57,845)	-58.5%
Aid From Government Agencies - Federal	180,991	867,307	654,803	654,803	(212,504)	-24.5%
Licenses, Permits, Franchises	248,574	267,862	278,807	278,807	10,945	4.1%
Other Financing Sources	122,117	75,000	250,000	250,000	175,000	233.3%
<b>Total Revenues</b>	<b>\$ 4,927,839</b>	<b>\$ 5,849,814</b>	<b>\$ 5,817,900</b>	<b>\$ 5,817,900</b>	<b>\$ (31,914)</b>	<b>-0.5%</b>

### South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>1574-So. Santa Clara County Fire (Fund Number 1574)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 5,692,546	\$ 5,596,952
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(565)	—
Other Adjustments	—	155,845	(42,859)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 5,847,826</b>	<b>\$ 5,554,093</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Fixed Asset	—	25,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 25,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 5,872,826</b>	<b>\$ 5,554,093</b>

### South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>1574-So. Santa Clara County Fire (Fund Number 1574)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	—	\$ 217,862	\$ 217,862
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			



**South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,255)	(2,255)
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>215,607 \$</b>	<b>215,607</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>215,607 \$</b>	<b>215,607</b>

**Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>1575-Self County Mitigation Fee Fund (Fund Number 1575)</b>			
<b>Current Level Budget</b>			
FY 2016 Approved Budget	— \$	293,934 \$	35,000
Board Approved Adjustments During FY 2016	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(250,000)	13,200
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>43,934 \$</b>	<b>48,200</b>
<b>Recommended Changes for FY 2017</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Fixed Asset	—	250,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>250,000 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>293,934 \$</b>	<b>48,200</b>





# 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	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund - F0213	\$ —	50,537	\$ 2,320,823	2,440,047	\$ 2,228,215	2,440,047
9810	Justice Facility Temp Construction Rs Fu -F0214	—	(437,738)	3,768,977	3,769,109	3,618,585	3,769,109
9841	Justice Asst Grant Fund 0202	42,078	74,477	0	—	0	—
9858	SB1246 Domestic Violence - F0378	105,566	100,898	129,000	129,000	130,820	130,820
9860	Veteran Services Special Lic Plt Fee - F0248	565	1,229	136,410	—	—	—
9861	State Prop 35 Aid (SACPA) Fund 0325	—	2	—	—	—	—
9892	Domestic Violence - F0231	236,394	234,117	303,400	303,400	361,432	361,432

### Assessor Restricted Funds

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 454,925	134,541	\$ 1,229,876	100,000	\$ 1,229,876	100,000
9801	AB 818 SCPTAP Grant Fund 0269	898,687	30,870	5,302,789	100,000	5,302,789	100,000
9881	State County asr Partnership - Fund 0266	(785,000)	—	785,000	785,000	785,000	785,000



**County Library Head Quarters Trust Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9301	County Library Service Area Fund 1700	\$ 5,766,358	5,744,397	\$ 6,000,000	6,000,000	\$ 6,000,000	6,000,000

**Controller-Treasurer Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9869	AB109/AB118 Local Law Enforcement Svc - F0443	21,677,401	25,006,996	22,297,177	24,002,961	22,958,613	25,529,266
9883	Local Innovation Sub-Acct(Law Enforcement Svc Act)-Fund 0413	—	—	—	—	—	491,150

**Tax Collector Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ —	236,770	\$ 450,000	500,000	\$ 450,000	500,000

**Debt Service Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 13,000	11,958	\$ 12,000	—	\$ 12,000	—

**District Attorney Department Restricted**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 248,528	248,528	\$ 310,000	310,000	\$ 280,000	280,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	70,035	25,373	97,497	30,400	31,574	28,400
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	800	25,415	229,957	32,000	26,182	25,000
9821	Dispute Resolution Prog Restricted Fund 0345	250,127	250,281	260,000	260,160	236,000	236,160
9822	Federally Forfeited Property Restricted F0417	34,315	350	73,318	330	39,391	330
9823	Crime Lab Drug Analysis Restricted Fund 0233	322,778	328,100	386,429	310,000	450,534	370,000
9842	Consumer Protection & Unfair Comp Fund 0264	103,764	3,300,929	6,196,524	900,000	7,499,852	1,000,000



**District Attorney Department Restricted**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9844	DA Workplace Safety Fund 0264	102	—	633,442	—	—	—
9856	Escheated Victim Restitution Fund 0339	—	975	211,551	900	540,199	141,400
9857	DNA Identification County Share Fund 0230	412,840	549,912	422,904	450,424	270,424	270,424
9866	DEA Federal Asset Forfeiture Fund 0333	1,338	18,442	512,932	32,000	563,407	59,000
9879	2011 Realignemnt - DA Trust Fd -F0414	400,000	386,964	403,123	591,427	700,276	659,700
9890	REACT Fed Ass Justice - F0410	49,475	21,968	296,301	1,250	517,553	91,250

**Public Defender**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9878	2011 Realignment-Public Defender-F0415	\$ 362,102	375,548	\$ 591,426	591,426	\$ 591,426	659,700

**Criminal Justice Support**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9868	AB109/AB118 Local Community Correction - F0433	43,708,668	36,754,031	46,991,264	45,772,392	57,091,719	48,059,786

**Sheriff's Department Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ —	9,305	\$ 112,000	3,000	\$ 112,000	3,000
9806	Sheriff Donation Restricted Fund 0346	—	—	167,000	—	167,000	167,000
9807	Civil Assessment Restricted Fund 0403	136,607	261,084	1,480,000	316,200	1,480,000	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	13,950	107,004	1,234,495	100,000	1,234,495	100,000
9843	SCC Justice Training Ctr Fund 0431	880,237	485,529	775,000	404,032	979,032	200,000
9872	Trial Court Security - F0434	31,231,513	31,431,073	33,803,086	32,579,765	34,597,656	33,437,873



**Department Of Correction Restricted Fund**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
		\$	\$	\$	\$	\$	\$

**Probation Department Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9873	Juvenile Justice -F0437	\$ 3,318,203	3,998,542	\$ 3,417,080	4,766,066	\$ 3,621,984	4,698,461

**DCSS Special Revenue Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 37,015,455	36,510,621	\$ 36,901,210	36,901,210	\$ 36,901,210	37,074,514

**Social Services Agency Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 502,060	609,989	\$ 922,601	453,000	\$ 922,245	453,000

**Public Health Restricted Funds**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 52,564	45,287	\$ 52,564	52,564	\$ 52,564	52,564
9831	Health Dept Donations Restricted Fund 0358	50,259	29,186	195,000	195,000	116,473	116,473
9832	Tobacco Education Restricted Fund 0369	268,953	237,776	269,985	269,985	220,179	269,985
9833	Joe Camel Mangini Settlement R Fund 0373	—	257	54,821	603	54,821	603
9834	Public Health Bioterrorism Resp R Fund 0377	1,819,334	(474,301)	2,058,657	2,058,657	2,033,082	2,058,657
9852	BT Hospital Prep Program Fund 0424	535,755	136,423	574,503	544,811	547,068	544,811
9853	Pandemic Flu Preparedness Fund 0425	161,586	744	—	—	—	—
9854	EMS Fines & Penalties -F0363	5,588,320	5,391,849	2,944,000	2,190,000	2,885,000	66,000
9895	Lead Paint Settlement Trust - Fund 0379	666	0	—	—	—	—



**Mental Health Department Restricted Fund**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9835	David W Morrison Donation Restricted F0344	\$ —	1 \$	—	—	\$ —	—
9839	MH Donation Restricted Fund 0357	—	737	62,000	62,000	12,000	12,000
9846	MHSA CSS Other Services Fund 0446	39,481,569	59,680,323	42,031,604	42,031,604	43,569,719	42,031,604
9847	MHSA Prevention Restricted Fund 0447	15,848,580	14,919,146	27,863,552	27,863,552	27,863,552	27,863,552
9848	MH Svcs Act CSS Housing Restricted Fund 0448	—	40	—	—	—	—
9849	MH Svcs Act Capital & IT Restricted Fund 0449	1,723,993	48,848	10,130,566	10,130,566	8,187,782	10,087,782
9850	MS Svcs Act Ed & Training Restricted Fund 0445	751,622	3,469	4,262,369	4,262,369	4,262,369	4,262,369
9855	MHSA Prudent Reserve Fund 0374	—	93,040	—	—	—	—
9864	MHSS PEI Tech Asset Fund 0452	—	1,373	—	—	—	—
9865	MHSA Innovation Fund 0453	3,007,027	3,962,392	6,131,160	6,131,160	6,131,160	6,131,160
9871	Mental Health-PSR -F0429	52,345,851	52,370,851	53,632,404	53,632,404	53,632,404	53,652,270
9880	Investment In MH Wellness Program- Fund 0376	1,951,903	1,954,521	4,699,948	4,699,948	4,699,948	4,699,948

**Department of Alcohol & Drug Program Res**

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted - F0201	\$ 100,000	103,781 \$	113,396	100,000	\$ 113,396	100,000
9828	Alcohol AB541 Restricted Fund 0221	198,346	142,026	160,135	158,346	160,135	158,346
9829	Statham AB2086 Restricted Fund 0222	230,000	194,275	207,010	200,000	207,010	200,000
9836	Drug Abuse Restricted Fund 0212	147,000	112,794	150,842	122,600	150,842	122,600
9837	Alcohol Abuse Education & Prev R Fund 0219	200,000	191,596	191,597	189,500	191,597	189,500
9840	DADS Donation Restricted Fund 0359	2,575	78	14,171	13,059	14,171	13,059
9862	Justice Assistance Fund 0211	—	1	—	—	—	—
9874	Health & Human Services-DAD F0439	41,944,830	39,097,373	46,868,599	47,323,787	48,159,657	51,113,980



## Department Of Planning And Development

CC	Cost Center Name	2015 Actual		2016 Approved		2017 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9896	Permit Rev - Planning&Developmt-Fund 0255	\$ —	89,029	\$ —	—	\$ —	—







# Budget User's Guide

- An explanation of the budget development process
- An annotated example of a budget detail page
- A glossary of budget terminology

## Fiscal Year 2016 - 2017 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 16-17 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 16-17 Recommended Budget Prepared											
FY 16-17 Recommended Budget Released to Public											
FY 16-17 Budget Workshop, May 16-18, 2016											
Santa Clara County Board of Supervisors' Budget Hearing and Adoption, June 13-17, 2016											
Implementation of FY 16-17 Budget becomes Effective July 1, 2016											
FY 16-17 Adopted Budget Prepared for Release in July - August 2016											

A budget is a planning document; it is created to provide agreement over how funds will be spent in support of mandated and desired programs. Counties are required by State law to balance revenues and expenditures each year. The balanced budget takes place with the adoption each June of a budget for the subsequent fiscal year. Fiscal Year 2016 - 2017 runs from July 1, 2016 to June 30, 2017. 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)
- Adopted 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.”

### 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 2017”

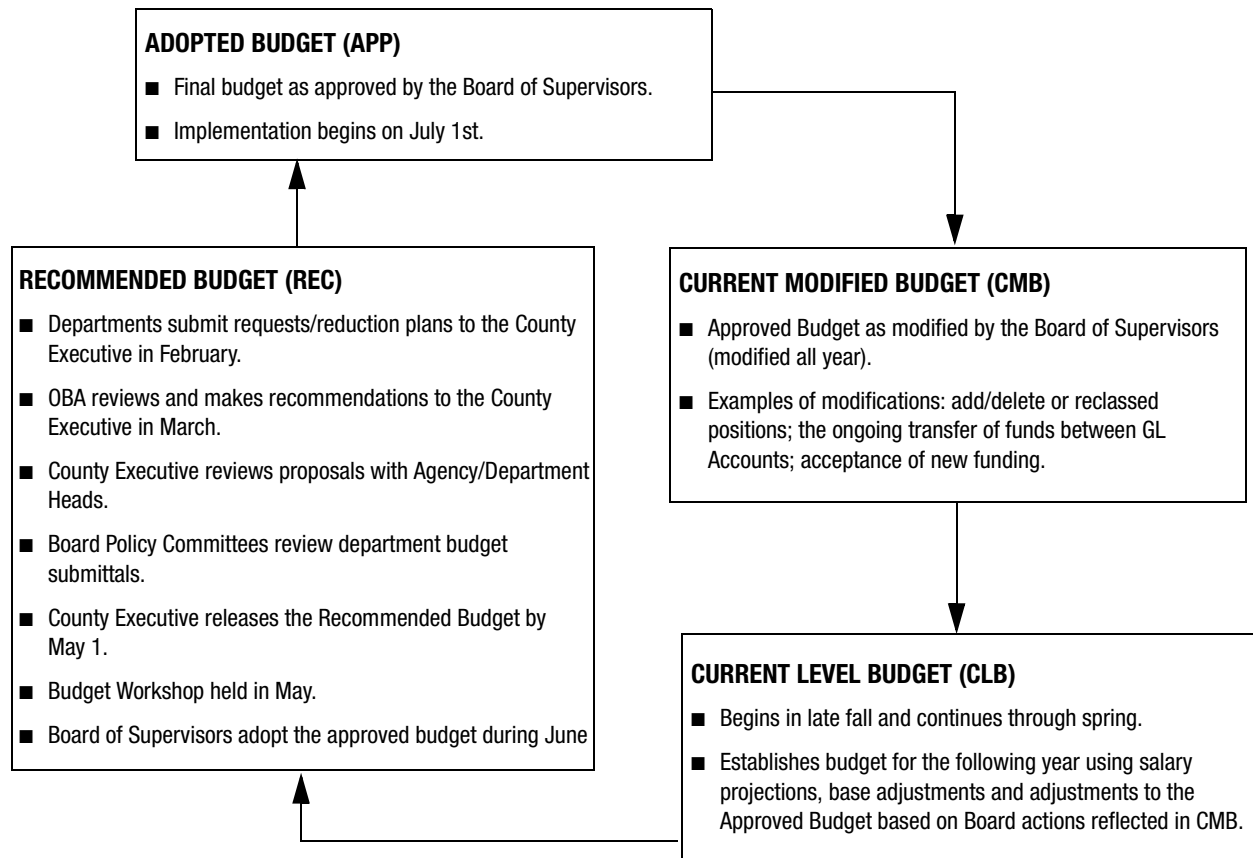
The *total* budget in each cost center recommended for FY 16-17 is at the bottom of each of the cost center tables.

### Adopted 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 Adopted Budget.

The figure on the next page illustrates the relationship and overlapping nature of the budget phases.

## Santa Clara County Budget Cycle





## 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.

### Adopted Budget (Final Budget)

Legal financing and expenditure document for a fiscal year, effective July 1, approved by the Board of Supervisors.

### 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 (Adopted 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 16-17 but not in FY 17-18.

### **Ongoing**

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g., in FY 16-17, FY 17-18, 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 FY 01-02 pursuant to an agreement between the County of Santa Clara and Service Employees International Union (SEIU) Local 521 regarding Extra Help Usage which required that *“starting FY 2001-2002, a line item for each budget will be included in the County Budget that represents the cost of budgeted extra help usage”*.

Although the current Agreement between the County of Santa Clara and SEIU Local 521 does not specifically require this report, the information continues to be provided in the interest of transparency.

### Budgeted Extra Help Resources (General Ledger Account 501110)

	FY 2015 Actuals	FY 2016 Approved	FY 2017 Base Budget	FY 2017 Recommended	Amount Chg From 2016 Approved	% Chg From 2016 Approved
Supervisory District #1	—	5,292	5,292	5,292	—	—
Supervisory District #2	48,294	10,788	10,788	10,788	—	—
Supervisory District #3	30,966	5,724	5,724	5,724	—	—
Supervisory District #4	18,364	5,292	5,292	5,292	—	—
Supervisory District #5	11,089	10,764	10,764	10,764	—	—
Clerk-Board of Supervisors	46,002	—	—	—	—	—
County Executive	334,850	20,000	20,000	20,000	—	—
Office of Affordable Housing	39,387	—	—	20,000	20,000	n/a
Assessor	185,137	206,734	206,734	206,734	—	—
Procurement	81,522	—	—	—	—	—
County Counsel	196,913	—	—	—	—	—
Registrar of Voters	1,510,137	1,616,657	1,826,822	1,826,822	210,165	13.0%
Information Services	566,310	213,980	199,221	199,221	(14,759)	-6.9%
Communications Department	43,879	—	—	—	—	—
Facilities Department	158,934	34,154	34,154	34,154	—	—
Fleet Services	40,346	11,484	11,484	11,484	—	—
County Library Headquarters	1,016,270	1,122,064	1,419,043	1,419,043	296,979	26.5%
Employee Services Agency	390,919	89,007	89,007	164,007	75,000	84.3%
Controller-Treasurer	376,595	19,768	19,768	19,768	—	—
Tax Collector	276,520	94,138	94,138	94,138	—	—
County Recorder	94,169	45,898	45,898	45,898	—	—
Department of Revenue	102,074	—	—	—	—	—
District Attorney Department	947,556	209,885	209,885	209,885	—	—
Public Defender	745,273	514,575	514,575	514,575	—	—
Office of Pretrial Services	123,953	160,514	160,514	160,514	—	—
Sheriff's Department	1,900,267	526,044	526,044	526,044	—	—
Sheriff's Doc Contract	379,944	—	—	—	—	—
Department of Correction	196,010	3,504	3,504	3,504	—	—
Probation Department	1,780,338	1,195,249	1,195,249	1,195,249	—	—
Med Exam-Coroner Fund 0001	10,827	—	—	—	—	—



**Budgeted Extra Help Resources (General Ledger Account 501110)**

	<b>FY 2015 Actuals</b>	<b>FY 2016 Approved</b>	<b>FY 2017 Base Budget</b>	<b>FY 2017 Recommended</b>	<b>Amount Chg From 2016 Approved</b>	<b>% Chg From 2016 Approved</b>
Dept of Child Support Services	72,130	—	—	209,617	209,617	n/a
Social Services Agency	640,310	698,412	698,412	698,412	—	—
Department of Family & Children's Services	867,215	—	—	—	—	—
Department of Employment & Benefit Svc	156,875	17,332	17,332	17,332	—	—
Department of Aging and Adult Services Fund 0001	93,148	61,148	21,148	21,148	(40,000)	-65.4%
Public Health	866,993	204,237	198,774	198,774	(5,463)	-2.7%
Custody Health Services	3,933,900	3,298,536	3,361,919	3,361,919	63,383	1.9%
Behavioral Health Services Department	1,203,447	808,004	808,004	788,004	(20,000)	-2.5%
Community Health Services	373,554	276,209	276,209	276,209	—	—
Valley Health Plan	98,034	—	—	—	—	—
Santa Clara Valley Medical Center	34,040,685	22,773,200	28,788,539	22,918,158	144,958	0.6%
Department of Planning and Development	2,912	—	—	—	—	—
Parks and Recreation Department	984,632	816,819	816,819	816,819	—	—
Agriculture and Environmental Mgmt	150,761	138,006	138,006	168,006	30,000	21.7%
Department of Environmental Health	29,616	280,901	280,901	280,901	—	—
Vector Control District	59,081	—	—	—	—	—
Roads & Airports Department - Roads	114,564	164,200	160,000	160,000	(4,200)	-2.6%
Roads & Airports Dept - Airports	5,039	6,000	6,000	6,000	—	—
Central Fire Protection District	891,384	750,000	500,000	500,000	(250,000)	-33.3%
<b>Total Net Expenditures \$</b>	<b>56,237,123 \$</b>	<b>36,414,519 \$</b>	<b>42,685,963 \$</b>	<b>37,130,199 \$</b>	<b>715,680</b>	<b>2.0%</b>



## 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.

OBA works 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.

### List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Behavioral Health - Substance Use Treatment Services	Advent Group Ministries, Inc.	\$1,061,266	\$1,061,266	\$1,161,009
Behavioral Health - Substance Use Treatment Services	Asian American Community Involvement	0	0	48,658
Behavioral Health - Substance Use Treatment Services	Countywide Alcohol and Drug Services, Inc.	807,122	807,122	1,092,745
Behavioral Health - Substance Use Treatment Services	Crossroads	345,100	345,100	484,025
Behavioral Health - Substance Use Treatment Services	Dependency Advocacy Center	174,000	174,000	179,655
Behavioral Health - Substance Use Treatment Services	Family & Children Services (FCS)	1,384,617	1,384,617	1,480,086
Behavioral Health - Substance Use Treatment Services	Gardner Family Care Corporation	598,485	598,485	620,517
Behavioral Health - Substance Use Treatment Services	HealthRight 360	878,133	878,133	881,226
Behavioral Health - Substance Use Treatment Services	Horizon Services Inc.	1,494,777	1,494,777	1,273,999
Behavioral Health - Substance Use Treatment Services	Indian Health Center	332,896	332,896	316,387
Behavioral Health - Substance Use Treatment Services	InnVision	173,430	173,430	197,531
Behavioral Health - Substance Use Treatment Services	Parisi House On The Hill	1,275,140	1,275,140	1,387,978
Behavioral Health - Substance Use Treatment Services	Pathway Society	3,853,280	3,853,280	4,333,067
Behavioral Health - Substance Use Treatment Services	Project Ninety	890,836	890,836	753,234
Behavioral Health - Substance Use Treatment Services	Solace Supportive Living	1,336,183	1,336,183	1,401,968
Community Health Services	Asian American Community Involvement	165,375	165,375	170,750
Community Health Services	Community Health Partnership	31,518	31,518	32,542
Community Health Services	Gardner Family Health Network	1,051,560	1,051,560	1,085,736



## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Community Health Services	Gardner Family Health Network (Tobacco Settlement Funding)	448,800	448,800	463,386
Community Health Services	Indian Health Center	139,518	139,518	144,052
Community Health Services	May View Community Health Center	910,442	910,442	940,031
Community Health Services	Planned Parenthood Mar Monte	718,261	718,261	741,604
County Executive	Unmet Civil Legal Needs - Bay Area Legal Aid	55,099	27,549	27,549
County Executive	Unmet Civil Legal Needs - Legal Aid Society of Santa Clara County	7,870	3,935	3,935
County Executive	Unmet Civil Legal Needs - Law Foundation of Silicon Valley	187,246	93,623	93,623
County Executive	Unmet Civil Legal Needs - Santa Clara University - Law Center	43,218	21,609	21,609
County Executive	Unmet Civil Legal Needs - Senior Adults Legal Assistance	30,884	15,442	15,442
County Executive	Unmet Civil Legal Needs - Santa Clara County Asian Law Alliance	29,274	14,637	14,637
County Executive	Unmet Civil Legal Needs - Pro Bono Project Silicon Valley	21,195	10,598	10,598
County Executive	Unmet Civil Legal Needs - YWCA Silicon Valley - Support Network	2,902	1,451	1,451
County Executive	Unmet Civil Legal Needs - Center for Employment Training	4,346	2,173	2,173
County Executive	Unmet Civil Legal Needs - Catholic Charities of Santa Clara County	4,788	2,394	2,394
County Executive	Unmet Civil Legal Needs - International Rescue Committee, Inc.	1,984	992	992
County Executive	Vulnerable Workers - Santa Clara University - Law Center	50,000	50,000	50,000
County Executive	Bill Wilson Center - Host Home Recruitment for Unaccompanied Immigrant Children	95,000	0	0
County Executive	Law Foundation of Silicon Valley - Legal Assistance for Unaccompanied Immigrant Children	81,000	140,000	140,000
County Executive	Catholic Charities of Santa Clara County - Host Home Recruitment for Unaccompanied Immigrant Children	85,938	38,480	38,480
County Executive	Community Solutions - Commercially Sexually Exploited Children	133,194	0	0
County Executive	Center for Training and Careers, Inc. - Day Workers	350,000	58,350	58,350
County Executive	Center for Training and Careers, Inc. - Energy Sustainability	120,000	0	0
County Executive	Friends of Human Relations of Santa Clara County - Institute for Nonviolence	90,000	55,000	55,000
County Executive	San Jose State University Research Foundation - Criminal record expungement services	33,500	0	0
County Executive	Working Partnerships USA - health care reform implementation	190,822	190,822	190,822



## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Department Of Correction	Catholic Charities for General Inmates Services	34,000	34,000	34,000
Department Of Correction	Catholic Charities of SCC for Religious Services	33,750	33,750	45,000
Department Of Correction	Correctional Institution Chaplaincy	105,000	105,000	148,500
Behavioral Health - Mental Health Services	Abode Services	7,776,642	796,128	719,366
Behavioral Health - Mental Health Services	Ali Baba Riviera / Oasis Care	511,003	0	0
Behavioral Health - Mental Health Services	Alum Rock	899,229	899,229	1,039,407
Behavioral Health - Mental Health Services	Asian American Community Involvement	1,153,887	1,153,887	1,262,337
Behavioral Health - Mental Health Services	Bayfront	0	14,526	9,000
Behavioral Health - Mental Health Services	Bill Wilson	923,990	923,990	1,122,686
Behavioral Health - Mental Health Services	Catholic Charities	423,275	423,275	353,511
Behavioral Health - Mental Health Services	Chamberlain's Mental Health Services	318,000	287,961	232,394
Behavioral Health - Mental Health Services	Children's Health Council	429,274	429,274	432,557
Behavioral Health - Mental Health Services	City of San Jose/Grace Baptist	173,014	173,014	178,637
Behavioral Health - Mental Health Services	Community Solutions	1,538,044	1,538,044	1,848,258
Behavioral Health - Mental Health Services	Eastfield Ming Quong Families First	5,194,453	5,229,469	4,865,345
Behavioral Health - Mental Health Services	Family and Children's Services	646,772	646,772	762,331
Behavioral Health - Mental Health Services	Fred Finch	0	8,923	8,923
Behavioral Health - Mental Health Services	Gardner Family Care Corp.	2,302,869	2,302,869	1,979,204
Behavioral Health - Mental Health Services	Health Trust	0	100,000	206,500
Behavioral Health - Mental Health Services	Healthright 360	0	26,780	323,622
Behavioral Health - Mental Health Services	HOPE Rehabilitation Services	589,016	589,016	657,752
Behavioral Health - Mental Health Services	HomeFirst	759,877	2,457,682	1,986,512
Behavioral Health - Mental Health Services	Indian Health Center	223,946	223,946	40,454
Behavioral Health - Mental Health Services	Innvision (AKA IVSN AKA LifeMoves)	0	24,000	24,780
Behavioral Health - Mental Health Services	Kidango	26,780	26,780	31,032
Behavioral Health - Mental Health Services	Mekong Community Center	258,000	258,000	204,588
Behavioral Health - Mental Health Services	MH Advocacy Project - SC Co Bar Association	651,016	651,016	672,174
Behavioral Health - Mental Health Services	Momentum (Formerly Alliance for Community Care)	8,581,629	8,581,629	7,970,228
Behavioral Health - Mental Health Services	Peninsula	0	0	129,063
Behavioral Health - Mental Health Services	Rebekah Children's Services	918,656	918,656	1,345,781
Behavioral Health - Mental Health Services	Seneca	255,916	170,172	394,701
Behavioral Health - Mental Health Services	St. Vincent	44,825	44,825	44,825
Behavioral Health - Mental Health Services	Thunder Road	0	7,425	7,425
Behavioral Health - Mental Health Services	Ujima Adult & Family Services	263,642	263,642	331,921
Behavioral Health - Mental Health Services	Unity Care	1,498,559	1,482,318	1,588,563
Behavioral Health - Mental Health Services	Victor Treatment	225,493	225,493	225,493
Office of Supportive Housing	Community Services Agency of MV & LA		75,000	77,438
Office of Supportive Housing	Health Trust		350,000	361,375
Office of Supportive Housing	LifeMoves		100,000	103,250
Office of Supportive Housing	Salvation Army		75,000	77,438
Probation	Bill Wilson Center - Pre-adjusted youth with alternative placement in MTFC homes	102,000	102,000	102,000



## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Probation	Center for Training and Careers (CTC) - Lifeskills workshops and artistic development to youth	0	0	106,649
Probation	Sentencing Alternatives Program, Inc.	183,652	183,652	189,620
Probation	Ujima Adult & Family Services - Research project on African Ancestry Youth in Detention	0	0	225,493
Probation	Fresh Lifelines for Youth (FLY) - Provide legal education, life skills, mentoring and case management	150,000	150,000	150,000
Probation	Youth Law Center - Provide creative writing and art workshops to in-custody youth at Juvenile Hall	5,000	0	0
Probation	Alum Rock - Case management services for youthful parents referred to Triple P	15,000	0	0
Probation	Community Solutions - Direct Referral Program	282,000	282,000	282,000
Public Health	Bill Wilson	0	119,999	120,000
Public Health	Law Foundation of Silicon Valley	0	15,000	15,000
Public Health	Planned Parenthood Mar Monte	171,947	179,108	277,772
Public Health	The Health Trust	543,930	543,930	617,252
Social Svcs Gen Fund Contracts	Advent Group Ministries - Step Up! Closer Connection	78,424	78,424	80,973
Social Svcs Gen Fund Contracts	Almaden Valley Counseling Service- Social Skills For Parents & Youth	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Alum Rock Counseling-Ocaca Middle School	78,424	78,424	80,973
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Senior Wellness Program	66,420	66,420	68,579
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Youth Development Services	78,424	78,424	80,973
Social Svcs Gen Fund Contracts	Asian Americans for Community Involvement (AACI) - Domestic Violence Program	102,690	172,690	176,027
Social Svcs Gen Fund Contracts	Avenidas/Rose Kleiner Senior Health Center	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	Bay Area Legal Aid - Legal Safety Net	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	Bill Wilson Center - Central	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Bill Wilson Center - East	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Bill Wilson Center - Transitional Housing for Homeless Transition Age Youth and Young Families	42,218	42,218	43,590
Social Svcs Gen Fund Contracts	Bill Wilson center - Youth Crisis Residential Service	39,754	39,754	41,046
Social Svcs Gen Fund Contracts	Boys and Girls Club	78,424	78,424	80,973
Social Svcs Gen Fund Contracts	Catholic Charities - Day Break Caregivers Services Programs	66,420	66,420	68,579



## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Social Svcs Gen Fund Contracts	Catholic Charities of Santa Clara County- Celebrating Families	67,918	67,918	70,125
Social Svcs Gen Fund Contracts	Catholic Charities of Santa Clara County- Franklin McKinley Children's Initiative	67,918	67,918	70,125
Social Svcs Gen Fund Contracts	Community Health Awareness Council- SLS Program	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Community Services Agency of Los Altos/MV - EAP	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	Community Services Agency of Los Altos/MV - Integrated Senior Case Management	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	Community Solutions- La Isla Domestic Violence Shelter and Services	73,441	143,441	145,828
Social Svcs Gen Fund Contracts	Emergency Housing Consortium (dba EHC Life Builders) - Reception Center	47,439	47,439	48,981
Social Svcs Gen Fund Contracts	Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support for South County Homeless	42,218	42,218	43,590
Social Svcs Gen Fund Contracts	Fresh Lifelines for Youth (FLY) - GOLD	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Health Trust , The - Community Engagement	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	Health Trust, The - Oral Education	57,412	57,412	59,278
Social Svcs Gen Fund Contracts	Hope Services	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Indian Health Center - Coordinating Care for American Indian Elders	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	InnVision - Safe Haven II Stevens Home	42,218	42,218	43,590
Social Svcs Gen Fund Contracts	Japanese American Community Services (Yu-ai Kai)/Minority Senior	85,296	85,296	88,068
Social Svcs Gen Fund Contracts	Live Oak Adult Services- Adult Day Care	61,167	61,167	63,155
Social Svcs Gen Fund Contracts	Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	Maitri-Maitri's Transitional Home	42,218	112,218	113,590
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence - Children & Family Shelter Advocacy	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence-Domestic Violence Support Services Program	61,717	131,717	133,723
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence-The Shelter Next Door	64,868	64,868	66,976
Social Svcs Gen Fund Contracts	On Lok Senior Health Services	66,420	66,420	68,579
Social Svcs Gen Fund Contracts	Outreach & Escort (Senior Outreach Program)	64,420	66,420	68,579
Social Svcs Gen Fund Contracts	POSSO-Portuguese Community Center	50,661	50,661	52,307
Social Svcs Gen Fund Contracts	Rebekah Children's Services	67,918	67,918	70,125
Social Svcs Gen Fund Contracts	Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	66,420	66,420	68,579
Social Svcs Gen Fund Contracts	Sacred Health Community Service - Families First Food Project	39,754	39,754	41,046
Social Svcs Gen Fund Contracts	Sacred Heart Community Services Rapid Rehousing for Homeless Individuals & Fam.	42,218	42,218	43,590





## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Social Svcs Gen Fund Contracts	San Jose Day Nursery	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	San Jose Grail Family Services	78,424	78,424	80,973
Social Svcs Gen Fund Contracts	Santa Clara Unified School District - Skills Plus Program	50,661	50,661	52,307
Social Svcs Gen Fund Contracts	School Health Clinics of Santa Clara County	62,665	62,665	64,702
Social Svcs Gen Fund Contracts	Self Help for the Elderly	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	66,420	66,420	68,579
Social Svcs Gen Fund Contracts	Silicon Valley Independent Living Center - Housing Program	42,218	42,218	43,590
Social Svcs Gen Fund Contracts	Silicon Valley Independent Living Center - Senior Care	50,661	50,661	52,307
Social Svcs Gen Fund Contracts	St. Joseph's Family Center-Emergency Rental Assistance Support	42,218	42,218	43,590
Social Svcs Gen Fund Contracts	St. Joseph's Family Center (Housing Services)/Homeless Stabilization	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	Sunnyvale Community Services - Comprehensive Emergency Assistance	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	Vietnamese Voluntary Foundation, Inc. (VIVO) - Vietnamese Elderly Consortium	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind and Visually	61,167	61,167	63,155
Social Svcs Gen Fund Contracts	West Valley Community Services - Comprehensive EAP	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	West Valley Community Services, Inc. - Emergency Assistance Program	37,801	37,801	39,030
Social Svcs Gen Fund Contracts	West Valley Community Services, Inc. - Transitional Housing Program.	42,218	42,218	43,590
Social Svcs Gen Fund Contracts	YMCA of Silicon Valley/Mt. Madonna Branch	45,408	45,408	46,884
Social Svcs Gen Fund Contracts	YWCA of Silicon Valley - Domestic Violence Program	49,109	119,109	120,705
Social Svcs Gen Fund Contracts	Ada's Café (inventory item)	0	25,000	25,000
Social Svcs Gen Fund Contracts	Avenidas/Rose Kleiner Senior Health Center (inventory item)	0	75,000	75,000
Social Svcs Gen Fund Contracts	Family Children's Services (inventory item)	0	85,000	85,000
Social Svcs Gen Fund Contracts	Good Karma Bikes (inventory tem)	0	53,610	53,610
Social Svcs Gen Fund Contracts	Maitri-Maitri's Domestic Violence Technology Services (inventory item)	0	122,323	122,323
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Capital Improvement Project	0	94,000	94,000
Social Svcs GF-DFCS	Child Advocates of Silicon Valley - Child Advocate, Recruitment, Training, Supervision	78,682	60,682	62,654
Social Svcs GF-DFCS	Family and Children Services - Parenting Without Violent (PWOV) Courses	23,657	23,657	24,426



## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Social Svcs GF-DFCS	Gardner Family Care Corporation - Intensive Parent-Skill Building Services (IPSBS)	334,429	334,429	345,298
Social Svcs GF-DFCS	"Law Foundation of Silicon Valley _ Legal Representation for Parents and Children in Dependency Court Hearings (Inventory Item)	0	200,000	200,000
Social Svcs GF-DFCS	Law Foundation of Silicon Valley - LACY - Legal Guardianship Services for Minors	133,689	133,689	138,034
Social Svcs GF-DFCS	SCC Foster Adoptive Parent Association - Capacity Building	164,944	164,944	170,305
Social Svcs GF-DFCS	Silicon Valley FACES - Enhanced Victim Compensation Benefits	92,471	92,471	95,476
Social Svcs GF-DFCS	Unity Care Group - Resource and Advocacy Support Services	419,379	419,379	433,009
Social Svcs GF-DFCS	Unity Care Group - Differential Response Program	340,020	340,020	351,071
Social Svcs GF-DFCS	EMQ Families First Differential Response	150,214	160,197	165,403
Social Svcs GF-DFCS	Gardner Family Care Corporation - Differential Response Program.	313,991	252,955	261,176
Social Svcs PII	Catholic Charities - Initial Steps to Permanent Residency and Citizenship	105,060	105,060	108,474
Social Svcs PII	Catholic Charities - Legal Support for Citizenship Complex Cases	42,024	42,024	43,390
Social Svcs PII	Catholic Charities - South County Citizenship Services and Legal Assistance	47,278	47,278	48,815
Social Svcs PII	Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	105,060	105,060	108,474
Social Svcs PII	Center for Employment Center (CET) - Legal Support for Citizenship	63,636	63,636	65,704
Social Svcs PII	Center for Employment Training (CET) - Citizenship Services	65,312	65,312	67,435
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	41,380	41,380	42,725
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	105,060	105,060	108,474
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	55,885	55,885	57,701
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Website and Community Education	73,103	73,103	75,479
Social Svcs PII	Services, Immigrant Rights and Education Network (SIREN) - Citizenship Svcs and Lead Citizenship Day	65,312	65,312	67,435
Social Svcs PII	Services, Immigrant Rights and Education Network (SIREN)- Multilingual Immigrant Hot Line Assistance	49,722	49,722	51,338
Social Services ESI	Second Harvest Food Bank of Santa Clara and San Mateo Counties	722,702	722,702	746,190



## List of General Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 14-16 Modified Budget	FY 15-16 Adopted Budget	FY 15-16 Modified Budget
Social Svcs Sr Nutrition Program	Asian Americans for Community Involvement	58,540	58,243	60,136
Social Svcs Sr Nutrition Program	Billy De Frank LGBT Community Center	22,135	16,606	17,146
Social Svcs Sr Nutrition Program	Catholic Charities	514,746	514,746	531,475
Social Svcs Sr Nutrition Program	Community Child Care Council (4C's)	124,463	132,676	148,895
Social Svcs Sr Nutrition Program	Community Services Agency of Mountain View & Los Altos	219,894	230,438	237,927
Social Svcs Sr Nutrition Program	First Methodist Church of Sunnyvale	248,003	248,003	256,063
Social Svcs Sr Nutrition Program	India Community Center - Milpitas	71,685	73,103	75,478
Social Svcs Sr Nutrition Program	Japanese American Community Senior (Yu-Ai Kai)	210,527	178,890	184,704
Social Svcs Sr Nutrition Program	Korean American Community Services Inc.	93,931	94,331	97,397
Social Svcs Sr Nutrition Program	La Comida de California	311,176	324,134	355,512
Social Svcs Sr Nutrition Program	Los Gatos United Methodist Church	132,157	130,065	134,292
Social Svcs Sr Nutrition Program	Outreach & Escort (Senior Nutrition Transportation Services)	257,189	257,189	265,548
Social Svcs Sr Nutrition Program	Portuguese Org. for Social Services	156,891	164,066	189,898
Social Svcs Sr Nutrition Program	Salvation Army	264,059	283,115	292,316
Social Svcs Sr Nutrition Program	Santa Clara Valley Blind Center	18,354	18,354	18,951
Social Svcs Sr Nutrition Program	Self Help for the Elderly of Santa Clara County	131,100	131,071	135,331
Social Svcs Sr Nutrition Program	YMCA Morgan Hill	294,820	296,699	306,342
	<b>Total Community Based Organizations</b>	<b>\$68,026,299</b>	<b>\$63,108,127</b>	<b>\$65,313,346</b>



## Position Detail by Cost Center

### Finance and Government

Agency Name	Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions Approved	FY 2016 Positions Adjusted	FY 2017 Recommended	Amount Change from 2016 Approved
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### Legislative And Executive

<b>0101</b>	<b>Supervisory District #1</b>									
1101	Supervisory Dist #1 Fund 0001									
	A01	Supervisor	1.0	1.0	1.0	0.0				
	W52	Board Aide-U	8.0	8.0	8.0	0.0				
<b>Total - Supervisory District #1</b>			<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>				
<b>0102</b>	<b>Supervisory District #2</b>									
1102	Supervisory Dist #2 Fund 0001									
	A01	Supervisor	1.0	1.0	1.0	0.0				
	W52	Board Aide-U	8.0	8.0	8.0	0.0				
<b>Total - Supervisory District #2</b>			<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>				
<b>0103</b>	<b>Supervisory District #3</b>									
1103	Supervisory Dist #3 Fund 0001									
	A01	Supervisor	1.0	1.0	1.0	0.0				
	W52	Board Aide-U	8.0	8.0	8.0	0.0				
<b>Total - Supervisory District #3</b>			<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>				
<b>0104</b>	<b>Supervisory District #4</b>									
1104	Supervisory Dist #4 Fund 0001									
	A01	Supervisor	1.0	1.0	1.0	0.0				
	W52	Board Aide-U	8.0	8.0	8.0	0.0				
<b>Total - Supervisory District #4</b>			<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>				
<b>0105</b>	<b>Supervisory District #5</b>									
1105	Supervisory Dist #5 Fund 0001									
	A01	Supervisor	1.0	1.0	1.0	0.0				
	W52	Board Aide-U	8.0	8.0	8.0	0.0				
<b>Total - Supervisory District #5</b>			<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>				
<b>0106</b>	<b>Clerk-Board of Supervisors</b>									
1106	Clerk Of The Board Fund 0001									
	A05	Clerk of Board of Supv-U	1.0	1.0	1.0	0.0				
	B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0				
	B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0				
	B48	Division Mgr-Clk Of The Board	2.0	2.0	2.0	0.0				
	B53	Business Mgr-Clk Of The Board	1.0	1.0	1.0	0.0				
	B77	Accountant III	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	1.0	1.0	1.0	0.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		D54	Board Clerk II	5.0	5.0	5.0	0.0				
		D55	Board Clerk I	10.0	10.0	10.0	0.0				
		D71	Assistant Clerk of the Board-U	1.0	1.0	1.0	0.0				
		E87	Sr Account Clerk	1.0	1.0	1.0	0.0				
		G12	Information Systems Mgr II	1.0	0.0	0.0	-1.0				
		J82	Board Records Assistant II	2.0	2.0	2.0	0.0				
		J83	Board Records Assistant I	1.0	1.0	1.0	0.0				
		J84	Records Mgr-Clk of the Board	1.0	1.0	1.0	0.0				
		W51	Confidential Secretary - U	1.0	1.0	1.0	0.0				
		W52	Board Aide-U	1.0	1.0	1.0	0.0				
		X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0				
1173	SB 813 Admin Fund 0001										
		D09	Office Specialist III	2.0	2.0	2.0	0.0				
		D55	Board Clerk I	2.0	2.0	2.0	0.0				
<b>Total - Clerk-Board of Supervisors</b>				<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>0.0</b>				

### 0107 County Executive

010717	County Executive Administration -Fund 0001									
		A02	County Executive-U	1.0	1.0	1.0	0.0			
		A10	Deputy County Executive	4.0	5.0	5.0	1.0			
		A1C	Chief Operating Officer	1.0	1.0	1.0	0.0			
		A2L	Public Communication Director	1.0	1.0	1.0	0.0			
		A9D	Special Asst to County Executive	1.0	1.0	1.0	0.0			
		B1H	Mgmt Anal Prog Mgr III	1.0	1.0	1.0	0.0			
		B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0			
		B1P	Mgmt Analyst	4.0	4.0	4.0	0.0			
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0			
		B2K	Admin Serv Mgr III	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	4.0	5.0	5.0	1.0			
		B3P	Program Mgr I	0.0	0.0	2.0	2.0			
		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			
		B76	Sr Accountant	0.0	0.0	1.0	1.0			
		B77	Accountant III	1.0	1.0	2.0	1.0			
		B78	Accountant II	1.0	1.0	1.0	0.0			
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0			
		C08	Sr Executive Assistant	5.0	5.0	5.0	0.0			
		C60	Admin Assistant	1.0	1.0	1.0	0.0			
		C6A	Prin Budgt & Publ Pol Ana-U	1.0	3.0	3.0	2.0			
		C6B	Budget & Public Policy Analyst-U	2.0	0.0	0.0	-2.0			
		C98	Public Communication Spec	2.0	2.0	2.0	0.0			
		D09	Office Specialist III	1.0	1.0	2.0	1.0			
		D96	Accountant Assistant	0.0	2.0	2.0	2.0			
		D97	Account Clerk II	1.0	0.0	0.0	-1.0			



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		D9C	Accountant Assistant-ACE	2.0	0.0	0.0	-2.0				
		E23	Public/Risk Communication Offc	1.0	1.0	2.0	1.0				
		J45	Graphic Designer II	1.0	1.0	1.0	0.0				
		N08	Asset Development Manager	1.0	1.0	1.0	0.0				
		Q19	Legislative Representative-U	1.0	1.0	1.0	0.0				
		W1N	Sr Mgmt Analyst-U	1.0	0.0	0.0	-1.0				
		W44	Secretary to County Exec-U	1.0	1.0	1.0	0.0				
		W45	Secretary Chief Op Officer	1.0	1.0	1.0	0.0				
		X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0				
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
		Z01	Deputy County Executive - U	1.0	1.0	1.0	0.0				
1131	Office Of Women's Policy Fund 0001										
		A2H	Mgr Office Women's Advocacy	1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst	2.0	2.0	2.0	0.0				
		B3P	Program Mgr I	1.0	1.0	1.0	0.0				
		W1P	Mgmt Analyst-U	1.0	0.0	0.0	-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	4.0	5.0	5.0	1.0				
		C64	Budget & Public Policy Analyst	9.0	8.0	9.0	0.0				
		C92	Budget Operations Manager	1.0	1.0	1.0	0.0				
1219	Cultural Competency-Children's Svc-Fund 0001										
		A5D	Dir, Ofc of Cult Comp for Children	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst	0.0	0.0	1.0	1.0				
1330	Veterans' Services - Fund 0001										
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D1H	Dir, Office of Veterans' Affrs	1.0	1.0	1.0	0.0				
		X71	Veteran Services Rep II	3.0	4.0	4.0	1.0				
		X72	Veteran Services Rep I	2.0	1.0	1.0	-1.0				
1331	The Office of LGBTQ Affairs - Fund 0001										
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		K4C	Mgr, Office of LGBTQ Affairs	1.0	1.0	1.0	0.0				
2530	Office Of Emergency Svcs Fund 0001										
		B06	Sr Emergency Planning Coord	2.0	2.0	2.0	0.0				
		B10	Emergency Planning Coord	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst	2.0	2.0	2.0	0.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
		B78	Accountant II	1.0	0.0	0.0	-1.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		D9C	Accountant Assistant-ACE	0.0	1.0	1.0	1.0				
		E23	Public/Risk Communication Offc	0.0	0.0	1.0	1.0				
		L23	Emergency Services Program Mgr	1.0	0.0	0.0	-1.0				
2532	Office of Sustainability - Fund 0001										



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		K4A	Mgr, Office of Sustainability	1.0	1.0	1.0	0.0				
		Q25	Admin Support Officer III-U	3.0	0.0	0.0	-3.0				
2533	Immigrant Relation&Integration Svc-Fund 0001										
		B14	Human Relations Coord III	1.0	1.0	1.0	0.0				
		H95	Immigrant Services Coor	0.0	1.0	1.0	1.0				
		K4B	Manager, Office of IM Relation	1.0	1.0	1.0	0.0				
2535	AB109-Resource Services - Fund 0001										
		B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0				
		B1P	Mgmt Analyst	1.0	3.0	3.0	2.0				
		B3N	Program Mgr II	2.0	2.0	2.0	0.0				
		C98	Public Communication Spec	0.0	1.0	1.0	1.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D1J	Director of Reentry Services	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0				
2536	Reentry-Resource Services- Fund 0001										
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
5700	Human Relations Fund 0001										
		B14	Human Relations Coord III	3.0	5.0	5.0	2.0				
		B16	Human Relations Coord II	2.0	1.0	1.0	-1.0				
		B17	Human Relations Mgr	1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	0.0	1.0	1.0	1.0				
		B4P	Ombudsperson Prg Coordinator	1.0	1.0	1.0	0.0				
		E03	Dispute Resolution Prg Cord	1.0	0.0	0.0	-1.0				
		H95	Immigrant Services Coor	1.0	0.0	0.0	-1.0				
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
<b>Total - County Executive</b>				<b>119.0</b>	<b>120.0</b>	<b>129.0</b>	<b>10.0</b>				
<b>0113</b>	<b>Local Agency Formation Comm-LAFCO</b>										
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				
<b>Total - Local Agency Formation Comm-LAFCO</b>				<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>				
<b>0168</b>	<b>Office of Affordable Housing</b>										
1421	Supportive Hsg Admin - Fund 0001										
		A2J	Director of Homeless Systems	0.0	0.0	1.0	1.0				
		A2K	Homeless And Hsing Concerns Co	0.0	0.0	2.0	2.0				
		A6A	Sr Financial Analyst	0.0	1.0	1.0	1.0				
		B1J	Mgmt Anal Prog Mgr II	0.0	0.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	0.0	1.0	2.0	2.0				
		B1P	Mgmt Analyst	0.0	0.0	1.0	1.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						B1R	Assoc Mgmt Analyst B	0.0	0.0	1.0	1.0
						B2L	Admin Services Mgr I	0.0	1.0	1.0	1.0
						B3N	Program Mgr II	0.0	1.0	1.0	1.0
						B3P	Program Mgr I	0.0	1.0	2.0	2.0
						P67	Rehabilitation Counselor	0.0	0.0	1.0	1.0
1170						OAH Admin Fund 0001					
						B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0
						B3N	Program Mgr II	1.0	1.0	1.0	0.0
						B77	Accountant III	1.0	1.0	1.0	0.0
						D09	Office Specialist III	1.0	1.0	1.0	0.0
						D96	Accountant Assistant	1.0	1.0	1.0	0.0
						L88	Housing Rehabilitation Spec	1.0	1.0	1.0	0.0
<b>Total - Office of Affordable Housing</b>								7.0	12.0	21.0	14.0
<b>0115</b>	<b>Assessor</b>										
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
						A4R	Deputy Assessor	0.0	1.0	1.0	1.0
						A9A	Executive Advisor to the Assessor	1.0	0.0	0.0	-1.0
						B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
						C29	Exec Assistant I	1.0	1.0	1.0	0.0
						D09	Office Specialist III	1.0	1.0	1.0	0.0
						D98	Account Clerk I	1.0	1.0	1.0	0.0
						E87	Sr Account Clerk	1.0	1.0	1.0	0.0
						W51	Confidential Secretary - U	1.0	1.0	1.0	0.0
1151						Assessor-Standards Fund 0001					
						C42	Chief Assessment Standards Sv	1.0	1.0	1.0	0.0
						C80	Supv Appraisal Data Coord	1.0	1.0	1.0	0.0
						D82	Appraisal Data Coordinator	4.0	4.0	4.0	0.0
						D83	Sr Assessment Clerk	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	3.0	4.0	4.0	1.0
						D88	Assessment Clerk	1.0	1.0	1.0	0.0
1153						Assessor-Services Fund 0001					
						B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
						C4C	Assist Chief Assessmt Sse Div	1.0	1.0	1.0	0.0
						C65	Property Transfer Examiner	12.0	12.0	12.0	0.0
						D09	Office Specialist III	5.0	5.0	5.0	0.0
						D49	Office Specialist II	3.0	3.0	3.0	0.0
						D83	Sr Assessment Clerk	6.0	6.0	6.0	0.0
						D86	Supv Assessment Clerk	2.0	2.0	2.0	0.0





## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		D88	Assessment Clerk	5.0	4.0	4.0	-1.0				
		D92	Property & Title ID Technician	5.0	5.0	5.0	0.0				
		K40	Mapping & I. D. Supervisor	1.0	1.0	1.0	0.0				
		K41	Property Transfer Supv	1.0	1.0	1.0	0.0				
		K43	Sr Cadastral Mapping Tech	1.0	1.0	1.0	0.0				
		K46	Cadastral Mapping Tech II	4.0	4.0	4.0	0.0				
		K80	GIS Technician 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	7.0	7.0	7.0	0.0				
		C46	Asst Chief Appraiser	1.0	1.0	1.0	0.0				
		C47	Sr Appraiser	36.0	36.0	36.0	0.0				
		C50	Appraiser II	24.0	31.0	31.0	7.0				
		C51	Appraiser I	8.0	0.0	0.0	-8.0				
		C52	Appraisal Aide	4.0	4.0	4.0	0.0				
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	5.0	5.0	5.0	0.0				
		D82	Appraisal Data Coordinator	1.0	1.0	1.0	0.0				
		D88	Assessment Clerk	5.0	5.0	5.0	0.0				
		T40	Appraiser III	7.0	8.0	8.0	1.0				
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
1155	Personal Property Fund 0001										
		B79	Auditor-Appraiser	14.0	14.0	14.0	0.0				
		B80	Accountant Auditor Appraiser	3.0	3.0	3.0	0.0				
		C52	Appraisal Aide	1.0	1.0	1.0	0.0				
		C54	Supv Auditor-Appraiser	6.0	6.0	6.0	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	22.0	22.0	22.0	0.0				
		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	6.0	6.0	6.0	0.0				
		D96	Accountant Assistant	3.0	3.0	3.0	0.0				
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
1156	Assessor-Systems Fund 0001										
		A1J	Dir Info Sys Assessor's Office	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	3.0	3.0	3.0	0.0				
		G11	Information Systems Mgr III	2.0	2.0	2.0	0.0				
		G12	Information Systems Mgr II	1.0	1.0	1.0	0.0				
		G14	Information Systems Mgr I	8.0	8.0	8.0	0.0				
		G3A	Sr Info Technology Project Mgr	1.0	1.0	1.0	0.0				
		G50	Info Systems Tech II	1.0	1.0	1.0	0.0				
1157	State/Co Prop Tax Admin Prg Fund 0001										



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						B1N	Sr Mgmt Analyst	2.0	0.0	0.0	-2.0
						D49	Office Specialist II	1.0	1.0	1.0	0.0
						G07	Sr Programming Analyst	0.0	2.0	2.0	2.0
						G11	Information Systems Mgr III	0.0	1.0	1.0	1.0
						G12	Information Systems Mgr II	3.0	4.0	4.0	1.0
						G14	Information Systems Mgr I	2.0	7.0	7.0	5.0
						G5D	Information Tech Proj Mgr	0.0	2.0	2.0	2.0
1172					SCAPP General - Fund 0001						
						B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
						C47	Sr Appraiser	6.0	6.0	6.0	0.0
						G14	Information Systems Mgr I	0.0	1.0	1.0	1.0
						G28	Info Systems Analyst II	2.0	1.0	1.0	-1.0
<b>Total - Assessor</b>								273.0	282.0	282.0	9.0

### 0118 Procurement

2300					Procurement Dept Fund 0001						
						A25	Dir of Procurement	1.0	1.0	1.0	0.0
						A4W	Deputy Director of Procurement	0.0	1.0	1.0	1.0
						B1N	Sr Mgmt Analyst	3.0	2.0	2.0	-1.0
						B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0
						B1W	Mgmt Aide	0.0	1.0	1.0	1.0
						B2J	Admin Services Mgr II	0.0	1.0	1.0	1.0
						B3N	Program Mgr II	2.0	1.0	1.0	-1.0
						C20	Asst Dir of Procurement	1.0	0.0	0.0	-1.0
						C31	Buyer III	10.0	10.0	10.0	0.0
						C32	Buyer II	4.0	6.0	6.0	2.0
						C35	Buyer Assistant	1.0	3.0	3.0	2.0
						D49	Office Specialist II	1.0	1.0	1.0	0.0
						G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
						G12	Information Systems Mgr II	3.0	1.0	2.0	-1.0
						G14	Information Systems Mgr I	1.0	3.0	3.0	2.0
						G28	Info Systems Analyst II	1.0	1.0	1.0	0.0
						G2P	Procurement Systems Manager	1.0	1.0	1.0	0.0
						G3C	Sr Info Technology Proj Mgr-U	1.0	0.0	0.0	-1.0
						G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0
						G85	Sr Business Info Tech Consult	0.0	1.0	1.0	1.0
						P07	Procurement Manager	4.0	8.0	9.0	5.0
						P09	Procurement Contracts Spclst	15.0	18.0	18.0	3.0
						W1N	Sr Mgmt Analyst-U	1.0	0.0	0.0	-1.0
						X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0
<b>Total - Procurement</b>								53.0	64.0	66.0	13.0

### 0120 County Counsel

1110					Counsel Indigent Defense Fund 0001						
						A9C	Dir, Ind Def Counsel Office	1.0	1.0	1.0	0.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		D09	Office Specialist III	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		D66	Legal Secretary II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		D96	Accountant Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		U27	Attorney IV-County Counsel	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		V73	Sr Paralegal	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		V74	Paralegal	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1120	County Counsel Admin Fund 0001										
		A62	County Counsel-U	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		A79	Asst County Counsel	3.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		B2K	Admin Serv Mgr III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		B2P	Admin Support Officer li	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		B2R	Admin Support Officer I	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		B3N	Program Mgr II	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
		B96	Dept Fiscal Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		D09	Office Specialist III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		D49	Office Specialist II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		D64	Supv Legal Secretary I	0.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0
		D66	Legal Secretary II	7.0	5.5	8.5	8.5	8.5	8.5	8.5	1.5
		D7D	Legal Secretary II-ACE	5.0	6.0	6.0	6.0	6.0	6.0	6.0	1.0
		D96	Accountant Assistant	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		F14	Legal Clerk	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		G12	Information Systems Mgr II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		G14	Information Systems Mgr I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		G28	Info Systems Analyst II	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		G29	Info Systems Analyst I	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		G50	Info Systems Tech II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		Q76	Attorney IV-County Counsel-U	0.5	0.0	0.0	0.0	0.0	0.0	0.0	-0.5
		Q82	Attorney I-County Counsel-U	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		U27	Attorney IV-County Counsel	38.0	41.5	43.5	43.5	43.5	43.5	43.5	5.5
		U28	Attorney III-County Counsel	1.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
		U31	Attorney II-County Counsel	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		U39	Special Asst County Counsel-U	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		V73	Sr Paralegal	10.0	11.0	14.0	14.0	14.0	14.0	14.0	4.0
		V74	Paralegal	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		V82	Supv Paralegal	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		W51	Confidential Secretary - U	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
1121	Julian Street Office Fund 0001										
		D09	Office Specialist III	5.0	5.0	5.0	5.0	5.0	5.0	5.0	0.0
		D49	Office Specialist II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		D66	Legal Secretary II	7.0	8.0	8.0	8.0	8.0	8.0	8.0	1.0
		D74	Legal Secretary Trainee	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		D7D	Legal Secretary II-ACE	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		U27	Attorney IV-County Counsel	19.0	17.0	17.0	17.0	17.0	17.0	17.0	-2.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		U28	Attorney III-County Counsel					1.0	1.0	1.0	0.0
		U31	Attorney II-County Counsel					2.0	2.0	2.0	0.0
		V73	Sr Paralegal					11.0	11.0	11.0	0.0
		V82	Supv Paralegal					2.0	2.0	2.0	0.0
<b>Total - County Counsel</b>								140.5	147.0	158.0	17.5

### 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					2.0	2.0	2.0	0.0
		B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0
		B1R	Assoc Mgmt Analyst B					2.0	2.0	2.0	0.0
		B23	Sr Training & Staff Developmnt					0.0	0.0	1.0	1.0
		B2P	Admin Support Officer Ii					1.0	1.0	1.0	0.0
		B77	Accountant III					1.0	1.0	1.0	0.0
		B78	Accountant II					1.0	1.0	1.0	0.0
		B96	Dept Fiscal Officer					1.0	1.0	1.0	0.0
		C29	Exec Assistant I					0.0	0.0	1.0	1.0
		C98	Public Communication Spec					1.0	1.0	1.0	0.0
		D09	Office Specialist III					3.0	3.0	3.0	0.0
		D96	Accountant Assistant					1.0	1.0	1.0	0.0
		G63	Election Process Supv II					2.0	2.0	3.0	1.0
		G71	Precinct Planning Specialist					1.0	1.0	1.0	0.0
		G7D	Election Systems Technician II					3.0	3.0	3.0	0.0
		G86	Election Services Coord					1.0	1.0	1.0	0.0
		G90	Election Division Coord					8.0	8.0	8.0	0.0
		G97	Election Specialist					16.0	16.0	19.0	3.0
		X09	Sr Office Specialist					5.0	5.0	5.0	0.0
		X15	Exec Assistant II-ACE					1.0	1.0	1.0	0.0
5615	Electronic Voting Sys Fund 0001										
		G50	Info Systems Tech II					1.0	0.0	0.0	-1.0
		G7D	Election Systems Technician II					2.0	2.0	2.0	0.0
		G7E	Election Systems Technician I					0.0	1.0	1.0	1.0
		G97	Election Specialist					3.0	3.0	3.0	0.0
<b>Total - Registrar of Voters</b>								58.0	58.0	64.0	6.0

### 0145 Information Services

014501	Information Services Fund 0001										
		B2M	Sr Data Base Administrator					1.0	1.0	1.0	0.0
		G26	Sr Systems Software Engineer					1.0	1.0	1.0	0.0
		G3A	Sr Info Technology Project Mgr					2.0	1.0	1.0	-1.0
		G5F	Software Engineer III					1.0	1.0	1.0	0.0
		G85	Sr Business Info Tech Consult					0.0	1.0	1.0	1.0
014502	Messenger Driver - Records Ret Fund 0001										
		E28	Messenger Driver					3.0	3.0	3.0	0.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		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	0.0	0.0	-1.0				
		A3G	Dir Public Sfty & Justice Info Sys	1.0	1.0	1.0	0.0				
		A3J	Chief Info Security Officer	1.0	1.0	1.0	0.0				
		A6A	Sr Financial Analyst	1.0	1.0	1.0	0.0				
		A6B	Financial Analyst II	1.0	1.0	1.0	0.0				
		A6E	Director of IT Operations	1.0	1.0	1.0	0.0				
		A6H	Deputy Dir, Tech Finan and Bus Ops	0.0	1.0	1.0	1.0				
		B1J	Mgmt Anal Prog Mgr II	0.0	1.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	0.0	1.0	3.0	3.0				
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		B1R	Assoc Mgmt Analyst B	3.0	2.0	4.0	1.0				
		B1W	Mgmt Aide	0.0	0.0	1.0	1.0				
		B2M	Sr Data Base Administrator	8.0	7.0	7.0	-1.0				
		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				
		B3N	Program Mgr II	0.0	1.0	1.0	1.0				
		B3P	Program Mgr I	1.0	0.0	0.0	-1.0				
		B3U	Data Base Administrator-U	1.0	5.0	5.0	4.0				
		B76	Sr Accountant	1.0	1.0	1.0	0.0				
		B77	Accountant III	1.0	2.0	2.0	1.0				
		B78	Accountant II	2.0	0.0	0.0	-2.0				
		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	2.0	0.0				
		D61	Sr DP Equipment Operator	1.0	1.0	1.0	0.0				
		D96	Accountant Assistant	2.0	2.0	2.0	0.0				
		D97	Account Clerk II	1.0	0.0	0.0	-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	2.0	3.0	3.0	1.0				
		G02	Asst Tech Planning & Ctl Mgr	1.0	1.0	1.0	0.0				
		G03	Customer Support Services Mgr	1.0	1.0	1.0	0.0				
		G04	Systems & Program Mgr	1.0	2.0	2.0	1.0				
		G05	Asst Supv Program Analyst	6.0	5.0	5.0	-1.0				
		G07	Sr Programming Analyst	12.0	12.0	12.0	0.0				
		G0A	Enterprise Content Manager	1.0	1.0	1.0	0.0				
		G11	Information Systems Mgr III	1.0	1.0	2.0	1.0				
		G12	Information Systems Mgr II	6.0	7.0	7.0	1.0				
		G14	Information Systems Mgr I	2.0	3.0	3.0	1.0				
		G1P	Business Info Tech Consultant	4.0	5.0	6.0	2.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						G1Q	Business IT Consultant-U	2.0	1.0	1.0	-1.0
						G20	Asst DP Operations Mgr	1.0	1.0	1.0	0.0
						G24	Computer Operations Shift Supv	3.0	3.0	3.0	0.0
						G26	Sr Systems Software Engineer	17.0	14.0	16.0	-1.0
						G28	Info Systems Analyst II	16.0	17.0	18.0	2.0
						G29	Info Systems Analyst I	2.0	3.0	3.0	1.0
						G2C	Sr Systems Software Engineer-U	0.0	1.0	1.0	1.0
						G31	Network Designer	1.0	1.0	1.0	0.0
						G38	Info Systems Tech III	2.0	2.0	2.0	0.0
						G3A	Sr Info Technology Project Mgr	6.0	5.0	5.0	-1.0
						G3C	Sr Info Technology Proj Mgr-U	0.0	1.0	1.0	1.0
						G3D	Info Security Risk Analyst	0.0	3.0	3.0	3.0
						G3L	Quality Assurance Engineer	1.0	1.0	1.0	0.0
						G44	County Networks Manager	1.0	1.0	1.0	0.0
						G45	Sr Network Engineer	2.0	2.0	2.0	0.0
						G46	Network Engineer	5.0	5.0	5.0	0.0
						G49	IT Planner/Architect	11.0	12.0	12.0	1.0
						G4E	Information Security Engineer	4.0	4.0	4.0	0.0
						G4M	Web Technician	2.0	3.0	3.0	1.0
						G4N	Web Designer	4.0	3.0	3.0	-1.0
						G4R	IT Change and Release Manager	1.0	1.0	1.0	0.0
						G4Y	Network Engineer- U	1.0	0.0	0.0	-1.0
						G50	Info Systems Tech II	8.0	8.0	8.0	0.0
						G54	Project Support Svcs Manager	1.0	0.0	0.0	-1.0
						G5D	Information Tech Proj Mgr	2.0	0.0	1.0	-1.0
						G5E	Software Engineer IV	15.0	15.0	15.0	0.0
						G5F	Software Engineer III	29.0	32.0	32.0	3.0
						G5G	Software Engineer II	5.0	0.0	0.0	-5.0
						G5H	Software Engineer I	0.0	1.0	1.0	1.0
						G5J	Information Tech Proj Mgr-U	1.0	2.0	2.0	1.0
						G5M	Software Engineer II-U	2.0	2.0	2.0	0.0
						G5N	Software Engineer I-U	1.0	1.0	1.0	0.0
						G60	Network Engineer Associate	1.0	1.0	1.0	0.0
						G67	Local Area Network Specialist	1.0	1.0	1.0	0.0
						G6T	Systems Software Engineer II	4.0	5.0	5.0	1.0
						G6U	Systems Software Engineer II-U	2.0	2.0	2.0	0.0
						G75	Asst IT Customer Services Mgr	2.0	2.0	2.0	0.0
						G7F	Application Joint Appl Dev Spc	2.0	2.0	2.0	0.0
						G85	Sr Business Info Tech Consult	23.0	23.0	25.0	2.0
						G89	Call Center Coordinator	1.0	1.0	1.0	0.0
						G8E	County IT Proj Portfolio Mgr	1.0	1.0	1.0	0.0
						K16	Telecommunications Engineer	1.0	1.0	1.0	0.0
						K18	Sr Telecommunications Tech	1.0	1.0	1.0	0.0
						K35	Local Area Network Analyst II	6.0	5.0	5.0	-1.0
						K3A	Local Area Ntwk Analyst II-U	2.0	1.0	1.0	-1.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	K63	Geographic Info Systems Mgr	1.0	1.0	1.0	0.0				
	K79	GIS Technician II	1.0	1.0	1.0	0.0				
	K7C	GIS Analyst Supervisor	1.0	1.0	1.0	0.0				
	K7G	GIS Analyst	4.0	4.0	4.0	0.0				
	L35	Telecommunications Technician	7.0	7.0	7.0	0.0				
	Q2G	Information Systems Mgr III-U	1.0	1.0	1.0	0.0				
	Q4M	Web Technician-U	5.0	5.0	5.0	0.0				
	Q4N	Web Designer-U	1.0	0.0	0.0	-1.0				
	Q70	Sr Business IT Consultant-U	5.0	3.0	3.0	-2.0				
	U02	Info Systems Tech II-U	2.0	1.0	1.0	-1.0				
	V65	SSA Applctn Dec Supp Mgr	0.0	1.0	1.0	1.0				
	W1N	Sr Mgmt Analyst-U	1.0	0.0	2.0	1.0				
	W1R	Assoc Mgmt Analyst B-U	0.0	0.0	2.0	2.0				
	W20	SSA Info Technology Spec	2.0	1.0	1.0	-1.0				
	W23	Info Systems Analyst II-U	6.0	2.0	2.0	-4.0				
	W24	Info Systems Analyst I-U	0.0	4.0	4.0	4.0				
	X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
014577	Printing Operations Fund 0077									
	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				
	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				
<b>Total - Information Services</b>			<b>324.0</b>	<b>325.0</b>	<b>342.0</b>	<b>18.0</b>				
<b>0190</b>	<b>Communications Department</b>									
2550	Communications Dispatching/Admin Fund 0001									
	A40	County Communications Dir	1.0	1.0	1.0	0.0				
	A4T	County Communications Dep Dir.	0.0	1.0	1.0	1.0				
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
	B2J	Admin Services Mgr II	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				
	C60	Admin Assistant	0.0	1.0	1.0	1.0				
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D97	Account Clerk II	1.0	0.0	0.0	-1.0				
	G87	Chief Communications Disp	1.0	2.0	2.0	1.0				
	G91	Supv Communications Dispatcher	7.0	8.0	8.0	1.0				
	G92	Sr Communications Dispatcher	9.0	10.0	10.0	1.0				
	G93	Communications Dispatcher II	31.0	25.0	25.0	-6.0				
	G94	Communications Dispatcher I	14.5	9.0	9.0	-5.5				
	G9A	Communications Dispatcher III	38.5	50.0	50.0	11.5				
	X17	Exec Assistant I-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		FY 2016 Positions		FY 2017	Amount
								Approved	Adjusted	Recommended	Change
											from 2016
											Approved
019002	Communications Tech Svcs Div Fund 0001										
	B2P	Admin Support Officer Ii				1.0	1.0	1.0	0.0		
	D97	Account Clerk II				0.0	1.0	1.0	1.0		
	G38	Info Systems Tech III				1.0	1.0	1.0	0.0		
	K02	Communications Engineering Mgr				1.0	1.0	1.0	0.0		
	K05	Communications Engineer				2.0	2.0	2.0	0.0		
	K20	Sr Communication Systems Tech				1.0	1.0	1.0	0.0		
	L36	Associate Comm Systems Tech				1.0	1.0	1.0	0.0		
	L37	Communications Systems Tech				4.0	4.0	4.0	0.0		
	X09	Sr Office Specialist				1.0	1.0	1.0	0.0		
<b>Total - Communications Department</b>								121.0	126.0	126.0	5.0
<b>0263</b>	<b>Facilities Department</b>										
2309	FAC Utilities Fund 0001										
	B1W	Mgmt Aide				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				1.0	1.0	1.0	0.0		
	B1N	Sr Mgmt Analyst				1.0	1.0	1.0	0.0		
	B1P	Mgmt Analyst				2.0	2.0	2.0	0.0		
	B1R	Assoc Mgmt Analyst B				1.0	1.0	1.0	0.0		
	B2J	Admin Services Mgr II				0.0	0.0	1.0	1.0		
	B2N	Admin Support Officer III				1.0	1.0	1.0	0.0		
	B76	Sr Accountant				2.0	2.0	2.0	0.0		
	B78	Accountant II				0.0	1.0	1.0	1.0		
	B80	Accountant Auditor Appraiser				2.0	1.0	1.0	-1.0		
	B96	Dept Fiscal Officer				1.0	1.0	1.0	0.0		
	D09	Office Specialist III				1.0	1.0	1.0	0.0		
	D94	Supv Account Clerk II				1.0	1.0	1.0	0.0		
	D96	Accountant Assistant				3.0	3.0	3.0	0.0		
	D97	Account Clerk II				8.0	8.0	8.0	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		
	W1R	Assoc Mgmt Analyst B-U				1.0	1.0	1.0	0.0		
	X17	Exec Assistant I-ACE				1.0	1.0	1.0	0.0		
	X4A	Principal Sfty & En Compl Spec				0.0	1.0	1.0	1.0		
026302	Capital Programs Division										
	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				6.0	6.0	6.0	0.0		
	L68	Capital Projects Mgr II				2.0	3.0	3.0	1.0		
	L69	Capital Projects Mgr I				1.0	0.0	0.0	-1.0		





## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		L6B	Capital Projects Mgr III - U	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		L6C	Capital Projects Mgr II - U	2.0	1.0	1.0	1.0	1.0	1.0	-1.0	
026303	Property Management Fund 0001	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		C72	Sr Real Estate Agent	0.0	2.0	2.0	2.0	2.0	2.0	2.0	
		C73	Assoc Real Estate Agent	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		L34	Sr Facilities Engineer	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		Z78	Manager Of Real Estate Assets	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
026304	Building Operations-Fund 0001	B13	Custodial Services Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B2J	Admin Services Mgr II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B5M	Maintenance Project Manager	4.0	4.0	7.0	7.0	7.0	7.0	3.0	
		G28	Info Systems Analyst II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G38	Info Systems Tech III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		H12	Janitor Supervisor	2.0	2.0	3.0	3.0	3.0	3.0	1.0	
		H17	Utility Worker	8.0	8.0	8.0	8.0	8.0	8.0	0.0	
		H18	Janitor	37.0	37.0	43.0	43.0	43.0	43.0	6.0	
		H28	Gardener	7.0	7.0	7.0	7.0	7.0	7.0	0.0	
		K94	Electronic Repair Technician	6.0	6.0	6.0	6.0	6.0	6.0	0.0	
		L18	Asst Civil Engineer	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		L68	Capital Projects Mgr II	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		L69	Capital Projects Mgr I	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		M05	Building Operations Supv	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		M10	Work Center Manager	6.0	6.0	6.0	6.0	6.0	6.0	0.0	
		M22	Facilities Materials Coordinator	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		M39	Dep Dir FAF, Building Ops	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		M45	Building Systems Monitor	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		M47	General Maint Mechanic II	16.0	16.0	16.0	16.0	16.0	16.0	0.0	
		M51	Carpenter	11.0	11.0	11.0	11.0	11.0	11.0	0.0	
		M56	General Maint Mechanic III	6.0	6.0	6.0	6.0	6.0	6.0	0.0	
		M59	Electrician	13.0	13.0	13.0	13.0	13.0	13.0	0.0	
		M65	Elevator Mechanic	3.0	3.0	3.0	3.0	3.0	3.0	0.0	
		M67	Asst Manager Building Ops	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		M68	Painter	5.0	5.0	5.0	5.0	5.0	5.0	0.0	
		M71	Roofer	4.0	4.0	4.0	4.0	4.0	4.0	0.0	
		M75	Plumber	12.0	12.0	12.0	12.0	12.0	12.0	0.0	
		M81	HVAC/R Mechanic	14.0	14.0	17.0	17.0	17.0	17.0	3.0	
		M83	Locksmith	3.0	3.0	3.0	3.0	3.0	3.0	0.0	
		N06	Building Inspector	1.0	1.0	2.0	2.0	2.0	2.0	1.0	
		N31	Sr Construction Inspector	0.0	0.0	1.0	1.0	1.0	1.0	1.0	
<b>Total - Facilities Department</b>				<b>224.0</b>	<b>226.0</b>	<b>242.0</b>	<b>242.0</b>	<b>242.0</b>	<b>242.0</b>	<b>18.0</b>	

### 0135 Fleet Services



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2016 Positions		FY 2017	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2016
							Approved
2321	Fleet Operating Fund 0070						
		B2R	Admin Support Officer I	1.0	1.0	1.0	0.0
		D49	Office Specialist II	1.0	1.0	1.0	0.0
		D97	Account Clerk II	2.0	2.0	2.0	0.0
		M07	Fleet Mgr	1.0	1.0	1.0	0.0
		M11	Fleet Maintenance Scheduler	2.0	2.0	2.0	0.0
		M17	Fleet Services Mechanic	15.0	15.0	15.0	0.0
		M18	Fleet Services Asst Mechanic	3.0	3.0	3.0	0.0
		M19	Automotive Mechanic	9.0	9.0	9.0	0.0
		M21	Fleet Maintenance Supervisor	3.0	3.0	3.0	0.0
		M24	Automotive Attendant	5.0	5.0	5.0	0.0
		M26	Fleet Parts Coordinator	4.0	4.0	4.0	0.0
		M28	Emergency Vehicle Equip Instr	3.0	3.0	3.0	0.0
		M2M	Fleet Operations Manager	1.0	1.0	1.0	0.0
		M2S	Fleet Logistics Supervisor	1.0	1.0	1.0	0.0
		M33	Auto Body Rpr Shop Foreperson	1.0	1.0	1.0	0.0
<b>Total - Fleet Services</b>				<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	<b>0.0</b>

### 0610 County Library Headquarters

5556	Library Admin Fund 0025						
		A1Q	Financial & Adm Serv Mgr	1.0	1.0	1.0	0.0
		A38	County Librarian	1.0	1.0	1.0	0.0
		B1D	Mgmt Analyst-ACE	1.0	0.0	0.0	-1.0
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
		C98	Public Communication Spec	0.5	0.5	0.5	0.0
		D5D	Human Resources Asst II	1.0	1.0	1.0	0.0
		D97	Account Clerk II	2.5	2.5	2.5	0.0
		E28	Messenger Driver	1.0	1.0	1.0	0.0
		E40	Library Assistant II	3.0	1.5	1.5	-1.5
		E41	Library Assistant I	0.0	1.0	1.0	1.0
		E4H	Elec Resources Librarian I	1.0	0.0	0.0	-1.0
		E4J	Elec Resources Librarian II	0.0	1.0	1.0	1.0
		E4K	Manager, Virtual Library	1.0	1.0	1.0	0.0
		E54	Library Clerk II	0.0	0.5	0.5	0.5
		E55	Library Clerk I	0.5	0.0	0.0	-0.5
		G50	Info Systems Tech II	1.0	0.0	0.0	-1.0
		G77	Warehouse Materials Handler	2.0	2.0	2.0	0.0
		G80	Supv Storekeeper	1.0	1.0	1.0	0.0
		G82	Stock Clerk	1.5	1.5	1.5	0.0
		H18	Janitor	1.3	1.3	1.3	-0.1
		J41	Library Services Manager	2.0	2.0	2.0	0.0
		J45	Graphic Designer II	1.0	1.0	1.0	0.0
		J54	Deputy County Librarian	2.0	2.0	2.0	0.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		J62	Supervising Librarian	1.0	1.0	1.0		0.0	
		J63	Librarian II	2.0	2.5	2.5		0.5	
		J64	Librarian I	1.0	0.0	0.0		-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	6.5	6.5	6.5		0.0	
		E39	Sr Library Clerk	2.0	2.0	2.0		0.0	
		E40	Library Assistant II	0.5	1.5	1.5		1.0	
		E54	Library Clerk II	7.0	6.0	6.0		-1.0	
		E55	Library Clerk I	0.0	1.0	1.0		1.0	
		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	11.0	11.0		-1.0	
		J64	Librarian I	0.0	1.0	1.0		1.0	
5560	Campbell Library Fund 0025								
		E16	Library Page	3.0	3.0	3.0		0.0	
		E39	Sr Library Clerk	1.0	1.0	1.0		0.0	
		E40	Library Assistant II	0.0	0.5	0.5		0.5	
		E54	Library Clerk II	2.0	2.5	2.5		0.5	
		E55	Library Clerk I	1.0	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	6.5	6.5	6.5		0.0	
		E39	Sr Library Clerk	3.0	3.0	3.0		0.0	
		E54	Library Clerk II	5.5	5.5	5.5		0.0	
		H18	Janitor	1.5	1.5	1.5		0.0	
		J55	Community Librarian	1.0	1.0	1.0		0.0	
		J59	Library Circulation Supv	1.0	1.0	1.0		0.0	
		J62	Supervising Librarian	2.0	2.0	2.0		0.0	
		J63	Librarian II	7.0	8.0	8.0		1.0	
		J64	Librarian I	1.0	0.0	0.0		-1.0	
5567	Saratoga Comm Library Fund 0025								
		E16	Library Page	2.5	2.5	2.5		0.0	
		E39	Sr Library Clerk	2.0	2.0	2.0		0.0	
		E40	Library Assistant II	1.0	1.0	1.0		0.0	
		E54	Library Clerk II	3.0	3.0	3.0		0.0	
		H18	Janitor	1.5	1.5	1.5		0.0	
		J55	Community Librarian	1.0	1.0	1.0		0.0	
		J59	Library Circulation Supv	1.0	1.0	1.0		0.0	



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	3.5	4.0	4.0	0.5				
		J64	Librarian I	0.5	0.0	0.0	-0.5				
5571	Milpitas Comm Library Fund 0025										
		E16	Library Page	4.5	4.5	4.5	0.0				
		E39	Sr Library Clerk	2.0	3.0	3.0	1.0				
		E54	Library Clerk II	7.0	7.0	7.0	0.0				
		H18	Janitor	2.0	2.0	2.0	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	7.0	7.0	7.0	0.0				
5576	Morgan Hill Library Fund 0025										
		E16	Library Page	2.5	2.5	2.5	0.0				
		E39	Sr Library Clerk	1.0	1.0	1.0	0.0				
		E54	Library Clerk II	1.5	1.5	1.5	0.0				
		E55	Library Clerk I	1.0	1.0	1.0	0.0				
		H18	Janitor	1.0	1.0	1.0	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	3.5	3.5	3.5	0.0				
5577	Gilroy Library Fund 0025										
		E16	Library Page	2.0	2.0	2.0	0.0				
		E39	Sr Library Clerk	1.0	1.0	1.0	0.0				
		E41	Library Assistant I	0.5	0.5	0.5	0.0				
		E54	Library Clerk II	3.0	3.0	3.0	0.0				
		E55	Library Clerk I	0.5	0.5	0.5	0.0				
		H18	Janitor	1.0	1.0	1.0	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	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	2.0	2.0	2.0	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	3.0	3.0	1.0				
		J5A	Circulation Systems Supervisor	1.0	1.0	1.0	0.0				



**Finance and Government (Continued)**

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	J62 Supervising Librarian	1.0	1.0	1.0	0.0	
	J63 Librarian II	0.5	1.5	1.5	1.0	
5586	Literacy Program Fund 0025					
	J4A Literacy Program Specialist	2.5	2.5	2.5	0.0	
<b>Total - County Library Headquarters</b>		211.3	213.8	213.8	2.4	

**Employee Services Agency****0130 Employee Services Agency**

1116	Human Resources -SSA - Fund 0001					
	B1B Assoc Mgmt Analyst A-ACE	1.0	0.0	0.0	-1.0	
	B1C Assoc Mgmt Analyst B-ACE	0.0	1.0	1.0	1.0	
	B1E Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	B3M Program Mgr II-ACE	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	C11 Equal Opportunity Officer	2.0	1.0	1.0	-1.0	
	D09 Office Specialist III	1.0	2.0	2.0	1.0	
	D5D Human Resources Asst II	9.0	8.0	8.0	-1.0	
	D67 Human Resources Support Sup	1.0	1.0	1.0	0.0	
	D6D Human Resources Asst I	1.0	2.0	2.0	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	2.0	2.0	-1.0	
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
1126	Equal Opportunity - Fund 0001					
	A47 Dir Equal Oppty & Employee Dev	1.0	1.0	1.0	0.0	
	B24 Equal Opportunity Assistant	0.0	1.0	1.0	1.0	
	B32 Coord Of Programs For Disabled	1.0	1.0	1.0	0.0	
	C11 Equal Opportunity Officer	4.0	5.0	5.0	1.0	
	C29 Exec Assistant I	0.0	1.0	1.0	1.0	
	X17 Exec Assistant I-ACE	2.0	0.0	0.0	-2.0	
1128	HR Department - HHS - F0001					
	A2W Human Resources Mgr-SCVHHS	1.0	1.0	1.0	0.0	
	B1B Assoc Mgmt Analyst A-ACE	1.0	0.0	0.0	-1.0	
	B1C Assoc Mgmt Analyst B-ACE	0.0	1.0	1.0	1.0	
	C11 Equal Opportunity Officer	2.0	2.0	2.0	0.0	
	C7A Office Mgmt Coord-ACE	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	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	19.0	18.0	19.0	0.0	
	D67 Human Resources Support Sup	2.0	2.0	2.0	0.0	
	D6D Human Resources Asst I	0.0	1.0	1.0	1.0	
	H15 Sr Human Resources Analyst	2.0	2.0	2.0	0.0	
	H16 Human Resources Analyst	7.0	8.0	9.0	2.0	
	S80 Admin Nurse II	0.6	0.6	1.0	0.4	



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2016 Positions		FY 2017	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2016
							Approved
		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
		B1E	Sr Mgmt Analyst-ACE	0.0	1.0	1.0	1.0
		B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0
		C17	Principal Labor Relations Rep	2.0	1.0	1.0	-1.0
		C18	Labor Relations Rep	7.0	8.0	9.0	2.0
		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
		A1N	Dir Risk Management	0.0	1.0	1.0	1.0
		A1Q	Financial & Adm Serv Mgr	1.0	1.0	1.0	0.0
		A81	Admin Exec Recruitment Serv	1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0
		B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0
		B77	Accountant III	1.0	0.0	0.0	-1.0
		B7A	Accountant III-ACE	0.0	1.0	1.0	1.0
		B7B	Accountant II-ACE	2.0	1.0	1.0	-1.0
		B7C	Sr Accountant-ACE	1.0	1.0	2.0	1.0
		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
		C08	Sr Executive Assistant	1.0	0.0	0.0	-1.0
		D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0
		D9C	Accountant Assistant-ACE	2.0	2.0	2.0	0.0
		H15	Sr Human Resources Analyst	1.0	0.0	0.0	-1.0
		H16	Human Resources Analyst	0.0	1.0	1.0	1.0
		X15	Exec Assistant II-ACE	0.0	1.0	1.0	1.0
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	V46	Environmental Hl Sfty Comp Spc	2.0	1.0	1.0	-1.0
		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
		B3P	Program Mgr I	0.0	0.0	1.0	1.0
		D09	Office Specialist III	1.0	0.0	0.0	-1.0
		H11	Workers Comp Program Mgr	3.0	3.0	3.0	0.0
		V01	Workers' Compensation Director	1.0	1.0	1.0	0.0
		V91	Workers Comp Claims Adj III	14.0	14.0	14.0	0.0
		V93	Workers Comp Claims Adj II	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	5.0	5.0	1.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1145	Employee Benefits - Fund 0001						



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		A99	Employee Benefits Director	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B1D	Mgmt Analyst-ACE	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		B1E	Sr Mgmt Analyst-ACE	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		D09	Office Specialist III	0.0	0.0	1.0	0.0	1.0	0.0	1.0	
		D4D	Senior Human Resources Assistant	9.0	8.0	8.0	0.0	8.0	0.0	-1.0	
		D5D	Human Resources Asst II	0.0	0.0	2.0	0.0	2.0	0.0	2.0	
		D67	Human Resources Support Sup	1.0	2.0	2.0	0.0	2.0	0.0	1.0	
		D6D	Human Resources Asst I	0.0	1.0	1.0	0.0	1.0	0.0	1.0	
		H15	Sr Human Resources Analyst	0.0	1.0	1.0	0.0	1.0	0.0	1.0	
		H16	Human Resources Analyst	0.0	1.0	2.0	0.0	2.0	0.0	2.0	
		H1B	Employee Benefits Program Mgr	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0	2.0	0.0	0.0	
1148	Human Resources - Fund 0001										
		A41	Human Resources Director	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B1B	Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B1C	Assoc Mgmt Analyst B-ACE	2.0	3.0	3.0	0.0	3.0	0.0	1.0	
		B1D	Mgmt Analyst-ACE	1.0	2.0	2.0	0.0	2.0	0.0	1.0	
		D5D	Human Resources Asst II	6.0	7.0	7.0	0.0	7.0	0.0	1.0	
		D67	Human Resources Support Sup	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		D6D	Human Resources Asst I	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		H14	Human Resources Manager	2.0	2.0	2.0	0.0	2.0	0.0	0.0	
		H15	Sr Human Resources Analyst	2.0	4.0	4.0	0.0	4.0	0.0	2.0	
		H16	Human Resources Analyst	13.0	9.0	9.0	0.0	9.0	0.0	-4.0	
		H1C	Human Resources Analyst - U	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		X13	Office Specialist II-ACE	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
1163	Learning & Employee Development - Fund 0001										
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B23	Sr Training & Staff Developmnt	1.0	2.0	3.0	0.0	3.0	0.0	2.0	
		B2E	Training & Staff Dev Spec	4.0	1.0	1.0	0.0	1.0	0.0	-3.0	
		B2X	Assoc Trng & Staff Dev Spec I	0.0	2.0	2.0	0.0	2.0	0.0	2.0	
		B7K	Mgr Training And Staff Dev	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		D09	Office Specialist III	1.0	1.0	2.0	0.0	2.0	0.0	1.0	
		W1P	Mgmt Analyst-U	0.0	0.0	1.0	0.0	1.0	0.0	1.0	
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
2310	Liability/Property Insur. Claims - Fund 0075										
		B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B33	Claims Mgr	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B49	Insurance Technical Manager	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		B93	Liability Claims Adjuster III	3.0	3.0	3.0	0.0	3.0	0.0	0.0	
		B94	Liability Claims Adjuster II	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
		D09	Office Specialist III	2.0	2.0	2.0	0.0	2.0	0.0	0.0	
		V72	Sr Loss Prevention Spec	1.0	1.0	1.0	0.0	1.0	0.0	0.0	
<b>Total - Employee Services Agency</b>				<b>208.6</b>	<b>208.6</b>	<b>222.0</b>		<b>222.0</b>		<b>13.4</b>	



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount
								Approved	Recommended	Change
								Adjusted		from 2016
									Approved	Approved
<b>Finance</b>										
<b>0110 Controller-Treasurer</b>										
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			
	A0A	Asst. Controller-Treasurer		0.0	1.0	1.0	1.0			
	A1G	Dir Info Systems- Tx Coll Off		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		3.0	4.0	4.0	1.0			
	A6B	Financial Analyst II		1.0	1.0	1.0	0.0			
	A9E	County Treasury Administrator		0.0	1.0	1.0	1.0			
	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		1.0	1.0	1.0	0.0			
	B1R	Assoc Mgmt Analyst B		1.0	2.0	2.0	1.0			
	B1T	Assoc Mgmt Analyst A		1.0	0.0	0.0	-1.0			
	B21	Supv Internal Auditor		1.0	1.0	1.0	0.0			
	B28	Internal Auditor III		0.0	1.0	1.0	1.0			
	B30	Internal Auditor II		0.0	1.0	2.0	2.0			
	B31	Sr Internal Auditor		5.0	4.0	4.0	-1.0			
	B45	Internal Auditor I		1.0	0.0	0.0	-1.0			
	B4B	Internal Audit Manager		1.0	1.0	1.0	0.0			
	B55	Controller-Treasurer Div Mgr		4.0	3.0	3.0	-1.0			
	B6A	Fixed Income Portfolio Manager		2.0	1.0	1.0	-1.0			
	B74	Fiscal Services Mgr		1.0	1.0	1.0	0.0			
	B76	Sr Accountant		8.0	10.0	10.0	2.0			
	B77	Accountant III		9.0	12.0	14.0	5.0			
	B78	Accountant II		4.0	4.0	4.0	0.0			
	B80	Accountant Auditor Appraiser		5.0	6.0	6.0	1.0			
	B81	Controller-Treasurer Accounting Mgr		3.0	4.0	4.0	1.0			
	B84	Investment Officer		1.0	1.0	1.0	0.0			
	B8D	Debt Management Officer		1.0	1.0	1.0	0.0			
	C08	Sr Executive Assistant		1.0	1.0	1.0	0.0			
	C86	Payroll Services Clerk		5.0	5.0	5.0	0.0			
	D09	Office Specialist III		2.0	2.0	2.0	0.0			
	D95	Supv Account Clerk I		1.0	1.0	1.0	0.0			
	D96	Accountant Assistant		5.0	0.0	0.0	-5.0			
	G11	Information Systems Mgr III		1.0	0.0	0.0	-1.0			
	G12	Information Systems Mgr II		2.0	1.0	1.0	-1.0			
	K17	Securities Analyst		1.0	1.0	1.0	0.0			
	Q72	Sr Accountant-U		1.0	0.0	0.0	-1.0			
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0			
2116	Accounting System & Procurement Proj Fun-Fund 0001									





## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		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	0.0	2.0	3.0	3.0				
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
		B76	Sr Accountant	3.0	4.0	4.0	1.0				
		B77	Accountant III	1.0	0.0	0.0	-1.0				
		G11	Information Systems Mgr III	2.0	3.0	3.0	1.0				
		G12	Information Systems Mgr II	3.0	5.0	5.0	2.0				
		G14	Information Systems Mgr I	3.0	4.0	4.0	1.0				
		G28	Info Systems Analyst II	2.0	0.0	0.0	-2.0				
2180	Property Tax Div & Tax Roll Contrl - Fund 0001										
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0				
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
		C77	Tax Roll Mgr	1.0	1.0	1.0	0.0				
		D94	Supv Account Clerk II	1.0	1.0	1.0	0.0				
		D95	Supv Account Clerk I	1.0	1.0	1.0	0.0				
		D97	Account Clerk II	1.0	6.0	6.0	5.0				
		D98	Account Clerk I	5.0	2.0	2.0	-3.0				
		E87	Sr Account Clerk	5.0	2.0	2.0	-3.0				
<b>Total - Controller-Treasurer</b>				<b>112.0</b>	<b>114.0</b>	<b>118.0</b>	<b>6.0</b>				
<b>0112</b>	<b>Tax Collector</b>										
2212	Tax Collector Fund 0001										
		A23	Tax Collector	1.0	1.0	1.0	0.0				
		B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
		B76	Sr Accountant	1.0	1.0	1.0	0.0				
		B77	Accountant III	1.0	1.0	1.0	0.0				
		B78	Accountant II	2.0	2.0	2.0	0.0				
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
		C89	Tax Collection Mgr	1.0	1.0	1.0	0.0				
		C90	Supv Tax Collection Clerk	1.0	1.0	1.0	0.0				
		C96	Assistant Tax Collector	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	8.0	8.0	8.0	0.0				
		D81	Cashier	2.0	2.0	2.0	0.0				
		D94	Supv Account Clerk II	2.0	3.0	3.0	1.0				
		D95	Supv Account Clerk I	1.0	0.0	0.0	-1.0				
		D96	Accountant Assistant	5.0	5.0	5.0	0.0				
		D97	Account Clerk II	9.0	6.0	6.0	-3.0				
		E87	Sr Account Clerk	0.0	3.0	3.0	3.0				
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
		G12	Information Systems Mgr II	2.0	3.0	3.0	1.0				
		G14	Information Systems Mgr I	1.0	0.0	0.0	-1.0				
		G28	Info Systems Analyst II	1.0	1.0	1.0	0.0				
		V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0				
		V34	Sr Revenue Collections Officer	4.0	4.0	4.0	0.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change
								Approved	Adjusted	Recommended	from 2016
								Approved	Adjusted	Recommended	Approved
		V35	Revenue Collections Officer					4.0	4.0	4.0	0.0
		X09	Sr Office Specialist					1.0	1.0	1.0	0.0
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
2214	Tax Collection & Apportionment Sys Fund 0001										
		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
<b>Total - Tax Collector</b>								56.0	56.0	56.0	0.0

### 0114 County Recorder

011401	County Recorder										
		A19	Asst County Clerk/ Recorder					1.0	1.0	1.0	0.0
		A69	County Clerk/Recorder					1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst					1.0	1.0	1.0	0.0
		B1T	Assoc Mgmt Analyst A					0.0	0.0	1.0	1.0
		B2P	Admin Support Officer Ii					1.0	1.0	1.0	0.0
		B3N	Program Mgr II					1.0	1.0	1.0	0.0
		B77	Accountant III					0.0	1.0	1.0	1.0
		B78	Accountant II					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					4.0	2.0	2.0	-2.0
		D96	Accountant Assistant					1.0	1.0	1.0	0.0
		D97	Account Clerk II					1.0	1.0	1.0	0.0
		F04	Recording Division Supv II					1.0	1.0	1.0	0.0
		F10	Recording Division Supv I					1.0	1.0	1.0	0.0
		F1G	Clerk-Recorder Supervisor					0.0	1.0	1.0	1.0
		F30	Supv Recordable Doc Tech					1.0	1.0	1.0	0.0
		F34	Recordable Document Tech					4.0	3.0	3.0	-1.0
		F55	Clerk-Recorder Office Spc III					15.0	17.0	17.0	2.0
		F56	Clerk-Recorder Office Spc II					16.0	16.0	20.0	4.0
		F57	Clerk-Recorder Office Spc I					2.0	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					1.0	1.0	1.0	0.0
		G28	Info Systems Analyst II					1.0	0.0	0.0	-1.0
		G29	Info Systems Analyst I					0.0	1.0	1.0	1.0
		W1B	Assoc Mgmt Analyst A-U-ACE					0.0	0.0	1.0	1.0
		W1R	Assoc Mgmt Analyst B-U					1.0	1.0	1.0	0.0
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
011402	County Recorder -Fund 0001										
		F14	Legal Clerk					1.0	1.0	1.0	0.0
		F1G	Clerk-Recorder Supervisor					1.0	1.0	1.0	0.0
		F55	Clerk-Recorder Office Spc III					6.0	6.0	6.0	0.0
		F56	Clerk-Recorder Office Spc II					1.0	1.0	1.0	0.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount	
								Approved	Adjusted	Change	
								Recommended	Recommended	from 2016	
								Approved	Adjusted	Approved	
<b>Total - County Recorder</b>								71.0	70.0	76.0	5.0
<b>0148</b>	<b>Department of Revenue</b>										
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	1.0	0.0	0.0	-1.0					
	D81	Cashier	6.0	6.0	6.0	0.0					
	D94	Supv Account Clerk II	2.0	2.0	2.0	0.0					
	D97	Account Clerk II	8.0	8.0	8.0	0.0					
	D98	Account Clerk I	4.0	4.0	4.0	0.0					
	E87	Sr Account Clerk	2.0	2.0	2.0	0.0					
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0					
	G14	Information Systems Mgr I	1.0	0.0	0.0	-1.0					
	G28	Info Systems Analyst II	0.0	1.0	1.0	1.0					
	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					
	Q10	Account Clerk II-U	0.0	0.0	1.0	1.0					
	V32	Supv Revenue Collections Ofc	4.0	4.0	4.0	0.0					
	V34	Sr Revenue Collections Officer	4.0	4.0	4.0	0.0					
	V35	Revenue Collections Officer	38.0	39.0	39.0	1.0					
	V3D	Sr Rev Collection Officer-U	1.0	1.0	2.0	1.0					
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0					
<b>Total - Department of Revenue</b>			90.0	90.0	92.0	2.0					
<b>Total - Finance and Government</b>			2,205.4	2,249.3	2,344.8	139.4					



## Public Safety and Justice

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount
								Approved	Recommended	Change
								Adjusted		from 2016
									Approved	Approved

### Law And Justice Agency

#### 0202 District Attorney Department

3820	Laboratory Of Criminalistics Fund 0001									
	B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0				
	C29	Exec Assistant I	1.0	1.0	1.0	0.0				
	F02	Property/Evidence Technician	3.0	3.0	3.0	0.0				
	G14	Information Systems Mgr I	1.0	1.0	1.0	0.0				
	G81	Storekeeper	0.0	1.0	1.0	1.0				
	J39	Photographer	1.0	1.0	1.0	0.0				
	R74	Medical Laboratory Asst II	1.0	0.0	0.0	-1.0				
	V39	Supv Criminalist	6.0	6.0	6.0	0.0				
	V63	Dir of the Crime Laboratory	1.0	1.0	1.0	0.0				
	V66	Asst Crime Laboratory Dir	1.0	1.0	1.0	0.0				
	V67	Criminalist III	40.0	45.0	45.0	5.0				
	V68	Criminalist II	5.0	1.0	1.0	-4.0				
	V69	Criminalist I	1.0	0.0	0.0	-1.0				
	V76	Criminal Investigator II	0.0	0.0	1.0	1.0				
3832	Administrative Svcs Fund 0001									
	A59	District Attorney-U	1.0	1.0	1.0	0.0				
	A60	Asst District Attorney	6.0	6.0	6.0	0.0				
	B1D	Mgmt Analyst-ACE	1.0	0.0	0.0	-1.0				
	B1P	Mgmt Analyst	2.0	4.0	4.0	2.0				
	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	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	1.0	3.0	3.0	2.0				
	B3P	Program Mgr I	2.0	1.0	1.0	-1.0				
	B76	Sr Accountant	1.0	1.0	1.0	0.0				
	B77	Accountant III	1.0	1.0	1.0	0.0				
	B78	Accountant II	1.0	1.0	1.0	0.0				
	B7Q	Public Comm Officer - DA	1.0	1.0	1.0	0.0				
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	D05	Supv Legal Clerk	4.0	4.0	4.0	0.0				
	D09	Office Specialist III	13.0	10.0	10.0	-3.0				
	D11	Transcriptionist	5.0	5.0	5.0	0.0				
	D51	Office Specialist I	1.0	1.0	1.0	0.0				
	D5D	Human Resources Asst II	2.0	2.0	2.0	0.0				
	D64	Supv Legal Secretary I	3.0	3.0	3.0	0.0				
	D66	Legal Secretary II	16.0	21.0	21.0	5.0				
	D70	Legal Secretary I	4.0	0.0	0.0	-4.0				



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	D74	Legal Secretary Trainee	1.0	0.0	0.0	-1.0				
	D7D	Legal Secretary II-ACE	4.0	4.0	4.0	0.0				
	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	38.0	43.0	43.0	5.0				
	F16	Legal Clerk Trainee	4.0	0.0	0.0	-4.0				
	F37	Justice System Clerk II	5.0	5.0	5.0	0.0				
	F38	Justice System Clerk I	31.0	34.0	35.0	4.0				
	G11	Information Systems Mgr III	0.0	0.0	1.0	1.0				
	G12	Information Systems Mgr II	1.0	1.0	1.0	0.0				
	G29	Info Systems Analyst I	0.0	0.0	1.0	1.0				
	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				
	Q38	Justice System Clerk I-U	1.0	1.0	1.0	0.0				
	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	26.5	33.5	34.0	7.5				
	V74	Paralegal	7.0	0.0	1.0	-6.0				
	V82	Supv Paralegal	1.0	1.0	1.0	0.0				
	W03	Paralegal-U	1.0	0.0	0.0	-1.0				
	W70	Sr Paralegal-U	0.0	1.0	1.0	1.0				
3834	Legal Spt Svcs Fund 0001									
	V67	Criminalist III	0.0	0.0	1.0	1.0				
	V71	Chief Investigator Dist Atty	1.0	1.0	1.0	0.0				
	V75	Criminal Investigator III	6.0	8.0	8.0	2.0				
	V76	Criminal Investigator II	72.0	71.0	72.0	0.0				
	V77	Criminal Investigator I	1.0	0.0	2.0	1.0				
	V7A	Asst Chief Investigator, Da	1.0	1.0	1.0	0.0				
	V7F	Forensic Accountant	1.0	1.0	2.0	1.0				
3836	Attorneys Fund 0001									
	F14	Legal Clerk	1.0	0.0	0.0	-1.0				
	U20	Attorney IV-District Attorney	126.0	147.0	149.0	23.0				
	U21	Attorney III-District Attorney	26.0	22.0	22.0	-4.0				
	U24	Attorney II-District Attorney	20.0	10.0	10.0	-10.0				
	U25	Attorney I-District Attorney	7.0	0.0	0.0	-7.0				
	W33	Attorney III-District Atty-U	0.0	1.0	1.0	1.0				



**Public Safety and Justice (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						W34	Attorney II-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
3837		VW-CalEMA - F0001				D6G	Victim/Witness Advocate	0.0	9.0	9.0	9.0
						D6H	Senior Victim/Witness Advocate	0.0	1.0	1.0	1.0
						D6I	Supv Victim/Witness Advocate	0.0	2.0	2.0	2.0
3838		Victim Witness-BOC -F0001				D09	Office Specialist III	0.0	2.0	2.0	2.0
						D6J	Victim/Witness Claims Specialist	0.0	7.0	7.0	7.0
						D6K	Senior Victim/Witness Claims Spec	0.0	2.0	2.0	2.0
						D6L	Supv Victim/Witness Claims Spec	0.0	1.0	1.0	1.0
3843		UV and Outreach Program - Fund 0001				D6G	Victim/Witness Advocate	0.0	2.0	2.0	2.0
<b>Total - District Attorney Department</b>								540.5	568.5	581.0	40.5

**0204 Public Defender**

3500		Public Defender Fund 0001				A93	Public Defender-U	1.0	1.0	1.0	0.0
						A94	Asst Public Defender	2.0	2.0	2.0	0.0
						A95	Assistant Public Defender - U	1.0	1.0	1.0	0.0
						B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
						B2K	Admin Serv Mgr III	1.0	1.0	1.0	0.0
						B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
						B76	Sr Accountant	1.0	1.0	1.0	0.0
						D05	Supv Legal Clerk	1.0	1.0	1.0	0.0
						D09	Office Specialist III	6.0	5.0	6.0	0.0
						D49	Office Specialist II	4.0	4.0	6.0	2.0
						D51	Office Specialist I	4.0	4.0	4.0	0.0
						D66	Legal Secretary II	2.0	2.0	2.0	0.0
						D96	Accountant Assistant	1.0	1.0	1.0	0.0
						D97	Account Clerk II	0.0	1.0	1.0	1.0
						D98	Account Clerk I	1.0	0.0	0.0	-1.0
						E28	Messenger Driver	1.0	1.0	1.0	0.0
						F14	Legal Clerk	21.0	22.0	23.0	2.0
						F37	Justice System Clerk II	1.0	1.0	1.0	0.0
						F38	Justice System Clerk I	0.0	1.0	1.0	1.0
						G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
						G28	Info Systems Analyst II	4.0	4.0	4.0	0.0
						Q4G	Legal Clerk - U	1.0	1.0	1.0	0.0
						U15	Attorney IV- Public Defender	74.0	74.0	77.0	3.0
						U16	Attorney III-Public Defender	15.0	12.0	12.0	-3.0
						U17	Attorney II-Public Defender	5.0	6.0	6.0	1.0
						U18	Attorney I-Public Defender	0.0	2.0	2.0	2.0
						V33	Office Specialist II-U	2.0	2.0	2.0	0.0
						V73	Sr Paralegal	25.0	25.0	29.0	4.0



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		V74	Paralegal	1.0	0.0	0.0		-1.0	
		V78	Public Defender Invest II	21.0	20.0	20.0		-1.0	
		V79	Public Defender Invest I	2.0	3.0	3.0		1.0	
		V81	Chief Public Defender Invest	1.0	1.0	1.0		0.0	
		V82	Supv Paralegal	1.0	1.0	1.0		0.0	
		V96	Supv Public Defender Invest	1.0	1.0	2.0		1.0	
		W03	Paralegal-U	0.0	4.0	4.0		4.0	
		W51	Confidential Secretary - U	1.0	1.0	1.0		0.0	
		W5P	Attorney IV - Pub Def - U	3.0	0.0	0.0		-3.0	
		W70	Sr Paralegal-U	4.0	0.0	0.0		-4.0	
		W8P	Attorney I - Pub Def - U	0.0	3.0	3.0		3.0	
		X17	Exec Assistant I-ACE	1.0	1.0	1.0		0.0	
		Y3C	Social Worker III	1.0	1.0	1.0		0.0	
3501	Alternate Public Defender Fund 0001								
		A94	Asst Public Defender	1.0	1.0	1.0		0.0	
		C76	Office Mgmt Coord	1.0	1.0	1.0		0.0	
		D49	Office Specialist II	1.0	1.0	1.0		0.0	
		D66	Legal Secretary II	1.0	1.0	1.0		0.0	
		F14	Legal Clerk	2.0	2.0	2.0		0.0	
		U15	Attorney IV- Public Defender	23.0	23.0	23.0		0.0	
		V73	Sr Paralegal	4.0	5.0	5.0		1.0	
		V78	Public Defender Invest II	5.0	5.0	5.0		0.0	
		V79	Public Defender Invest I	1.0	1.0	1.0		0.0	
		V96	Supv Public Defender Invest	1.0	1.0	1.0		0.0	
		X09	Sr Office Specialist	1.0	1.0	1.0		0.0	
3502	AB109 Realignment - F0001								
		F14	Legal Clerk	1.0	0.0	0.0		-1.0	
		U15	Attorney IV- Public Defender	1.0	1.0	1.0		0.0	
		V73	Sr Paralegal	2.0	2.0	2.0		0.0	
<b>Total - Public Defender</b>				<b>259.0</b>	<b>259.0</b>	<b>271.0</b>		<b>12.0</b>	
<b>0210</b>	<b>Office of Pretrial Services</b>								
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	
		C29	Exec Assistant I	0.0	1.0	1.0		1.0	
		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	15.0	20.0	21.0		6.0	
		V51	Supv Pretrial Services	3.0	3.0	4.0		1.0	
		V53	Pretrial Serv Officer III	5.0	6.0	6.0		1.0	
		V55	Pretrial Serv Officer I	2.0	1.0	1.0		-1.0	
		X17	Exec Assistant I-ACE	1.0	0.0	0.0		-1.0	



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount Change	
								Approved	Adjusted	Recommended	from 2016
								Approved	Adjusted	Recommended	Approved
3591	PTS AB109 Project - Fund 0001										
	V41	Pretrial Serv Officer II				4.0	0.0	0.0		-4.0	
	V53	Pretrial Serv Officer III				1.0	0.0	0.0		-1.0	
<b>Total - Office of Pretrial Services</b>								42.0	42.0	44.0	2.0

### 0230 Sheriff's Department

023001	Administration Fund 0001									
	A1S	Dir of Sheriff's Admin Srv				1.0	1.0	1.0		0.0
	A2Z	Assistant Sheriff				3.0	2.0	2.0		-1.0
	A65	Sheriff-U				1.0	1.0	1.0		0.0
	B1N	Sr Mgmt Analyst				1.0	1.0	1.0		0.0
	B3P	Program Mgr I				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	1.0		-1.0
	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
	Z56	Undersheriff-U				1.0	1.0	1.0		0.0
023002	Administrative Svcs Fund 0001									
	A63	Dir Info Sys-Sheriff's Office				1.0	1.0	1.0		0.0
	B1T	Assoc Mgmt Analyst A				1.0	1.0	1.0		0.0
	B23	Sr Training & Staff Developmnt				2.0	2.0	2.0		0.0
	B3M	Program Mgr II-ACE				1.0	1.0	1.0		0.0
	B76	Sr Accountant				1.0	1.0	1.0		0.0
	B77	Accountant III				1.0	1.0	1.0		0.0
	B78	Accountant II				1.0	1.0	1.0		0.0
	B9G	Sr Departmental Fiscal Officer				1.0	1.0	1.0		0.0
	D49	Office Specialist II				1.0	1.0	1.0		0.0
	D5D	Human Resources Asst II				4.0	4.0	4.0		0.0
	D63	Law Enforcement Records Spec				0.0	1.0	1.0		1.0
	D67	Human Resources Support Sup				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				6.0	7.0	7.0		1.0
	D98	Account Clerk I				1.0	0.0	0.0		-1.0
	G11	Information Systems Mgr III				1.0	1.0	1.0		0.0
	G12	Information Systems Mgr II				2.0	2.0	3.0		1.0
	G14	Information Systems Mgr I				5.0	6.0	6.0		1.0
	G28	Info Systems Analyst II				3.0	2.0	3.0		0.0
	G38	Info Systems Tech III				0.0	0.0	1.0		1.0
	G50	Info Systems Tech II				1.0	1.0	1.0		0.0
	G73	Sheriff's Technician				2.0	2.0	1.0		-1.0
	T10	Rangemaster II				2.0	2.0	1.0		-1.0
	U55	Captain				2.0	2.0	2.0		0.0





## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	U58 Sheriff's Lieutenant	1.0	1.0	1.0		0.0
	U61 Sheriff's Sergeant	8.0	6.0	7.0		-1.0
	U64 Deputy Sheriff	59.0	67.0	45.0		-14.0
	U66 Deputy Sheriff Cadet-U	44.0	36.0	36.0		-8.0
	U92 Sheriff Training Specialist	1.0	1.0	1.0		0.0
	V43 Latent Fingerprint Exam II	5.0	9.0	9.0		4.0
	V44 Latent Fingerprint Exam I	4.0	1.0	1.0		-3.0
	V4S Latent Fingerprint Exam Supv	1.0	1.0	1.0		0.0
	V4T Latent Fingerprint Examiner III	4.0	3.0	3.0		-1.0
	V90 Fingerprint Identification Dir	1.0	1.0	1.0		0.0
	X17 Exec Assistant I-ACE	1.0	1.0	1.0		0.0
023003	Field Enforcement Bureau Fund 0001					
	B1P Mgmt Analyst	1.0	0.0	0.0		-1.0
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0		0.0
	B1T Assoc Mgmt Analyst A	0.0	1.0	1.0		1.0
	C29 Exec Assistant I	3.0	4.0	4.0		1.0
	C60 Admin Assistant	1.0	0.0	0.0		-1.0
	D42 Law Enforcement Records Tech	7.0	8.0	8.0		1.0
	D43 Law Enforcement Clerk	4.0	3.0	3.0		-1.0
	F02 Property/Evidence Technician	3.0	3.0	3.0		0.0
	G73 Sheriff's Technician	2.0	2.0	2.0		0.0
	U55 Captain	5.0	5.0	5.0		0.0
	U58 Sheriff's Lieutenant	7.0	7.0	7.0		0.0
	U61 Sheriff's Sergeant	47.0	47.0	47.0		0.0
	U64 Deputy Sheriff	218.0	218.0	219.0		1.0
023004	Services Bureau Fund 0001					
	B62 Law Enforcement Recds Admin	1.0	1.0	1.0		0.0
	C29 Exec Assistant I	1.0	1.0	1.0		0.0
	D05 Supv Legal Clerk	1.0	1.0	1.0		0.0
	D41 Law Enforcement Records Supv	4.0	4.0	4.0		0.0
	D42 Law Enforcement Records Tech	31.0	31.0	31.0		0.0
	D43 Law Enforcement Clerk	9.0	9.0	9.0		0.0
	D49 Office Specialist II	4.0	4.0	4.0		0.0
	D63 Law Enforcement Records Spec	9.0	8.0	8.0		-1.0
	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	25.0		-1.0
	T84 Sheriff's Correctional Deputy	39.0	39.0	39.0		0.0
	U55 Captain	1.0	1.0	1.0		0.0
	U58 Sheriff's Lieutenant	4.0	4.0	4.0		0.0
	U61 Sheriff's Sergeant	18.0	18.0	18.0		0.0
	U64 Deputy Sheriff	192.0	192.0	185.0		-7.0
023005	Internal Affairs Fund 0001					
	B1P Mgmt Analyst	1.0	0.0	1.0		0.0



**Public Safety and Justice (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		U58	Sheriff's Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		U61	Sheriff's Sergeant	4.0	5.0	5.0	5.0	5.0	5.0	5.0	1.0
<b>Total - Sheriff's Department</b>				843.0	841.0	814.0	814.0	814.0	814.0	814.0	-29.0

**0235 Sheriff's Doc Contract**

3107	Professional Compliance Audit Unit Fund 0001	T74	Sheriff's Correctional Serg	1.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
		T84	Sheriff's Correctional Deputy	1.0	3.0	8.0	8.0	8.0	8.0	8.0	7.0
3112	Internal Affairs Fund 0001	T74	Sheriff's Correctional Serg	3.0	3.0	3.0	3.0	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	1.0	1.0	1.0	1.0	0.0
3135	Classification Fund 0001	T74	Sheriff's Correctional Serg	3.0	4.0	4.0	4.0	4.0	4.0	4.0	1.0
		T84	Sheriff's Correctional Deputy	19.0	22.0	22.0	22.0	22.0	22.0	22.0	3.0
		U84	Correctional Officer	4.0	1.0	1.0	1.0	1.0	1.0	1.0	-3.0
3136	Elmwood Men's Facility Fund 0001	T74	Sheriff's Correctional Serg	17.0	16.0	16.0	16.0	16.0	16.0	16.0	-1.0
		T84	Sheriff's Correctional Deputy	252.0	254.0	254.0	254.0	254.0	254.0	254.0	2.0
		U57	Corr Sergeant	1.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
		U84	Correctional Officer	74.0	72.0	72.0	72.0	72.0	72.0	72.0	-2.0
3142	Custodial Alternative Supervision-Fund 0001	T74	Sheriff's Correctional Serg	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		T84	Sheriff's Correctional Deputy	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0
3146	Inmate Progs-Psp Fund 0001	T74	Sheriff's Correctional Serg	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		T84	Sheriff's Correctional Deputy	12.0	12.0	12.0	12.0	12.0	12.0	12.0	0.0
023503	Main Jail Complex Fund 0001	T74	Sheriff's Correctional Serg	15.0	16.0	16.0	16.0	16.0	16.0	16.0	1.0
		T84	Sheriff's Correctional Deputy	294.0	304.0	304.0	304.0	304.0	304.0	304.0	10.0
		U57	Corr Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		U84	Correctional Officer	68.0	58.0	58.0	58.0	58.0	58.0	58.0	-10.0
023509	Central Services Fund 0001	T84	Sheriff's Correctional Deputy	4.0	5.0	17.0	17.0	17.0	17.0	17.0	13.0
		U7A	Sheriff Corr Sergeant	0.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0
		U84	Correctional Officer	3.0	2.0	2.0	2.0	2.0	2.0	2.0	-1.0
<b>Total - Sheriff's Doc Contract</b>				780.0	784.0	803.0	803.0	803.0	803.0	803.0	23.0

**0240 Department of Correction**

3400	Administration Fund 0001	A2X	Chief of Correction-U	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		A6G	Asst Sheriff-Correctional Opr	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	3.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved						
	C29	Exec Assistant I	1.0	1.0	1.0	0.0					
	T54	Sheriff's Correctional Captain	1.0	1.0	2.0	1.0					
	T58	Sheriff's Correctional Lieut	0.0	0.0	1.0	1.0					
	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					
3407	Professional Compliance Audit Unit Fund 0001										
	D43	Law Enforcement Clerk	0.0	0.0	1.0	1.0					
	T58	Sheriff's Correctional Lieut	0.0	1.0	1.0	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	20.0	20.0	1.0					
	D43	Law Enforcement Clerk	12.0	11.0	11.0	-1.0					
	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	2.0	2.0	1.0					
3436	Elmwood Men's Facility Fund 0001										
	B1P	Mgmt Analyst	0.0	0.0	1.0	1.0					
	B2P	Admin Support Officer li	0.0	1.0	1.0	1.0					
	B2Z	Admin Support Officer III-ACE	1.0	0.0	0.0	-1.0					
	C29	Exec Assistant I	0.0	1.0	1.0	1.0					
	D43	Law Enforcement Clerk	3.0	3.0	3.0	0.0					
	D49	Office Specialist II	1.0	1.0	1.0	0.0					
	G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0					
	G74	Custody Support Assistant	15.0	14.0	14.0	-1.0					
	T54	Sheriff's Correctional Captain	1.0	1.0	1.0	0.0					
	T58	Sheriff's Correctional Lieut	5.0	5.0	5.0	0.0					
	V77	Criminal Investigator I	0.0	0.0	2.0	2.0					
	X17	Exec Assistant I-ACE	1.0	0.0	0.0	-1.0					
024002	Administrative Services Bureau Fund 0001										
	B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0					
	B76	Sr Accountant	1.0	1.0	1.0	0.0					
	B78	Accountant II	1.0	1.0	1.0	0.0					
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0					
	B9G	Sr Departmental Fiscal Officer	1.0	1.0	1.0	0.0					
	C60	Admin Assistant	0.0	1.0	1.0	1.0					
	D5D	Human Resources Asst II	2.0	3.0	3.0	1.0					
	D6D	Human Resources Asst I	1.0	0.0	0.0	-1.0					
	D81	Cashier	0.0	1.0	1.0	1.0					
	D94	Supv Account Clerk II	3.0	3.0	3.0	0.0					
	D96	Accountant Assistant	6.0	6.0	6.0	0.0					
	D97	Account Clerk II	6.0	3.0	3.0	-3.0					



**Public Safety and Justice (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		D98	Account Clerk I	0.0	2.0	2.0	2.0	2.0	2.0	2.0	
		G14	Information Systems Mgr I	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		G28	Info Systems Analyst II	1.0	3.0	3.0	3.0	3.0	3.0	2.0	
		G29	Info Systems Analyst I	2.0	0.0	0.0	0.0	0.0	0.0	-2.0	
		G50	Info Systems Tech II	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		G51	Info Systems Tech I	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		T58	Sheriff's Correctional Lieut	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		X12	Office Specialist III-ACE	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		X19	Admin Assistant-ACE	2.0	1.0	1.0	1.0	1.0	1.0	-1.0	
024003	Main Jail Complex Fund 0001										
		B1P	Mgmt Analyst	0.0	0.0	1.0	1.0	1.0	1.0	1.0	
		B2P	Admin Support Officer li	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		C29	Exec Assistant I	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		D09	Office Specialist III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G70	Supv Custody Support Assistant	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G72	Inmate Law Library Coord	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G74	Custody Support Assistant	28.0	28.0	28.0	28.0	28.0	28.0	0.0	
		H12	Janitor Supervisor	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		T54	Sheriff's Correctional Captain	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		T58	Sheriff's Correctional Lieut	4.0	4.0	4.0	4.0	4.0	4.0	0.0	
		X17	Exec Assistant I-ACE	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
024008	Inmate Program Fund 0001										
		B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0	1.0	1.0	1.0	
		B1W	Mgmt Aide	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		D42	Law Enforcement Records Tech	1.0	1.0	2.0	2.0	2.0	2.0	1.0	
		D43	Law Enforcement Clerk	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		G74	Custody Support Assistant	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		X91	Rehabilitation Officer II	9.0	8.0	8.0	8.0	8.0	8.0	-1.0	
		X92	Rehabilitation Officer I	5.0	6.0	12.0	12.0	12.0	12.0	7.0	
		X9E	Inmate Rehabilitation Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
024009	Central Services Fund 0001										
		B2P	Admin Support Officer li	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		C60	Admin Assistant	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		D09	Office Specialist III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		D43	Law Enforcement Clerk	0.0	0.0	1.0	1.0	1.0	1.0	1.0	
		D49	Office Specialist II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		D97	Account Clerk II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G70	Supv Custody Support Assistant	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G74	Custody Support Assistant	14.0	15.0	15.0	15.0	15.0	15.0	1.0	
		G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		G77	Warehouse Materials Handler	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		G80	Supv Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G81	Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		H39	Asst Dir Food Services	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		H56	Food Service Supervisor	2.0	2.0	2.0	2.0	2.0	2.0	0.0	



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
H59	Cook II	10.0	10.0	10.0		0.0
H60	Cook I	9.0	9.0	9.0		0.0
H63	Baker	3.0	3.0	3.0		0.0
H64	Dietetic Assistant	4.0	4.0	4.0		0.0
H68	Food Service Worker-Corr	33.0	33.0	33.0		0.0
M03	Corr Support Services Mgr	1.0	1.0	1.0		0.0
N94	Institutional Maintenance Engr	1.0	1.0	1.0		0.0
R20	Managing Dietitian	1.0	1.0	1.0		0.0
S32	Correctional Food Services Dir	1.0	1.0	1.0		0.0
X19	Admin Assistant-ACE	1.0	0.0	0.0		-1.0
<b>Total - Department of Correction</b>		<b>318.5</b>	<b>322.5</b>	<b>338.5</b>		<b>20.0</b>

**0246 Probation Department**

3710	Information Services Fund 0001					
A97	Dir Info Systems - Probation	1.0	1.0	1.0		0.0
B1W	Mgmt Aide	1.0	1.0	1.0		0.0
G11	Information Systems Mgr III	1.0	1.0	1.0		0.0
G12	Information Systems Mgr II	2.0	2.0	2.0		0.0
G14	Information Systems Mgr I	3.0	3.0	3.0		0.0
G28	Info Systems Analyst II	6.0	7.0	7.0		1.0
G29	Info Systems Analyst I	1.0	0.0	0.0		-1.0
G38	Info Systems Tech III	2.0	2.0	2.0		0.0
X17	Exec Assistant I-ACE	1.0	1.0	1.0		0.0
3720	Administrative Svcs Fund 0001					
A80	Chief Probation Officer-U	1.0	1.0	1.0		0.0
A82	Deputy Chief Probation Officer	1.0	1.0	1.0		0.0
B1D	Mgmt Analyst-ACE	1.0	1.0	2.0		1.0
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	5.0	5.0		1.0
B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0		0.0
B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0		-1.0
B1W	Mgmt Aide	1.0	1.0	1.0		0.0
B2P	Admin Support Officer Ii	2.0	2.0	2.0		0.0
B3F	Admin Services Mgr II - ACE	1.0	0.0	0.0		-1.0
B3N	Program Mgr II	1.0	3.0	3.0		2.0
B3P	Program Mgr I	2.0	2.0	2.0		0.0
B6P	Admin Services Mgr-Probation	1.0	1.0	1.0		0.0
B76	Sr Accountant	2.0	2.0	2.0		0.0
B77	Accountant III	1.0	1.0	1.0		0.0
B78	Accountant II	1.0	2.0	2.0		1.0
B80	Accountant Auditor Appraiser	1.0	0.0	0.0		-1.0
B96	Dept Fiscal Officer	1.0	0.0	0.0		-1.0
B9G	Sr Departmental Fiscal Officer	0.0	1.0	1.0		1.0
C60	Admin Assistant	1.0	0.0	0.0		-1.0



**Public Safety and Justice (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		D09	Office Specialist III	5.0	5.0	5.0	0.0				
		D5D	Human Resources Asst II	4.0	4.0	4.0	0.0				
		D67	Human Resources Support Sup	1.0	1.0	1.0	0.0				
		D94	Supv Account Clerk II	1.0	1.0	1.0	0.0				
		D96	Accountant Assistant	2.0	2.0	2.0	0.0				
		D97	Account Clerk II	8.0	8.0	9.0	1.0				
		G76	Sr Warehouse Materials Handler	3.0	3.0	3.0	0.0				
		G81	Storekeeper	1.0	1.0	1.0	0.0				
		H84	Laundry Worker II	5.0	5.0	5.0	0.0				
		M11	Fleet Maintenance Scheduler	1.0	1.0	1.0	0.0				
		M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0				
		M47	General Maint Mechanic II	1.0	2.0	2.0	1.0				
		M48	General Maint Mechanic I	1.0	0.0	0.0	-1.0				
		P75	Dir, R & O Measurement, Prob	1.0	0.0	0.0	-1.0				
		P7B	Dir of Research & Outcome Measure	0.0	1.0	1.0	1.0				
		X09	Sr Office Specialist	4.0	4.0	4.0	0.0				
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
		X17	Exec Assistant I-ACE	2.0	2.0	2.0	0.0				
		X19	Admin Assistant-ACE	0.0	1.0	1.0	1.0				
		X20	Supv Probation Counselor	1.0	1.0	1.0	0.0				
		X25	Supv Group Counselor	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	0.0	0.0	-1.0				
3722	Staff Training Fund 0001										
		B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0				
		B2F	Assoc Trng & Staff Dev Spec II	1.0	1.0	1.0	0.0				
		C60	Admin Assistant	1.0	1.0	1.0	0.0				
		X27	Sr Group Counselor	1.0	1.0	1.0	0.0				
		X44	Probation Mgr	1.0	1.0	1.0	0.0				
		X48	Supv Probation Officer	1.0	1.0	1.0	0.0				
		X50	Deputy Probation Officer III	1.0	1.0	1.0	0.0				
024615	Adult Probation Svcs Div Fund 0001										
		A82	Deputy Chief Probation Officer	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				
		B3P	Program Mgr I	1.0	1.0	1.0	0.0				
		B78	Accountant II	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				
		E19	Probation Community Worker	9.0	9.0	9.0	0.0				
		E29	Probation Peer Support Worker	1.0	1.0	1.0	0.0				
		F37	Justice System Clerk II	30.5	31.5	31.5	1.0				
		F38	Justice System Clerk I	18.0	17.0	17.0	-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				



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	X44	Probation Mgr	4.0	5.0	5.0	1.0
	X48	Supv Probation Officer	19.0	20.0	20.0	1.0
	X50	Deputy Probation Officer III	141.5	157.5	157.5	16.0
	X52	Deputy Probation Officer II	23.0	19.0	19.0	-4.0
	X53	Deputy Probation Officer I	15.0	6.0	6.0	-9.0
024616	Juvenile Probation Svcs Div Fund 0001					
	A82	Deputy Chief Probation Officer	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	0.0	0.0	-1.0
	D34	Supv Clerk	2.0	2.0	2.0	0.0
	D43	Law Enforcement Clerk	1.0	0.0	0.0	-1.0
	E07	Community Worker	2.0	0.0	0.0	-2.0
	E19	Probation Community Worker	5.0	7.0	7.0	2.0
	F37	Justice System Clerk II	9.0	9.0	9.0	0.0
	F38	Justice System Clerk I	14.0	15.0	15.0	1.0
	X20	Supv Probation Counselor	1.0	1.0	1.0	0.0
	X22	Probation Counselor II	7.0	7.0	7.0	0.0
	X44	Probation Mgr	4.0	4.0	4.0	0.0
	X48	Supv Probation Officer	17.0	17.0	17.0	0.0
	X50	Deputy Probation Officer III	89.5	103.0	103.0	13.5
	X52	Deputy Probation Officer II	24.5	18.0	18.0	-6.5
	X53	Deputy Probation Officer I	14.0	6.0	6.0	-8.0
024617	Institution Services Division - Fund 0001					
	A82	Deputy Chief Probation Officer	2.0	1.0	1.0	-1.0
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
	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	3.0	3.0	1.0
	D43	Law Enforcement Clerk	8.0	8.0	8.0	0.0
	F37	Justice System Clerk II	3.5	3.5	3.5	0.0
	F38	Justice System Clerk I	4.0	4.0	4.0	0.0
	F3A	Juvenile Probation Records Sup	1.0	1.0	1.0	0.0
	H56	Food Service Supervisor	1.0	1.0	1.0	0.0
	H59	Cook II	3.0	3.0	3.0	0.0
	H60	Cook I	5.0	5.0	5.0	0.0
	H66	Food Service Worker II	17.0	19.0	13.0	-4.0
	H67	Food Service Worker I	2.0	0.0	0.0	-2.0
	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	48.0	57.0	57.0	9.0
	X23	Probation Counselor I	9.0	0.0	0.0	-9.0



**Public Safety and Justice (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
				X25	Supv Group Counselor	17.0	17.0	17.0		17.0	0.0
				X27	Sr Group Counselor	152.0	152.0	152.0		152.0	0.0
				X28	Group Counselor II	26.0	25.0	25.0		25.0	-1.0
				X29	Group Counselor I	7.0	5.0	5.0		5.0	-2.0
				X44	Probation Mgr	3.0	3.0	3.0		3.0	0.0
				X54	Probation Assistant II	15.0	17.0	17.0		17.0	2.0
				X55	Probation Assistant I	2.0	0.0	0.0		0.0	-2.0
				<b>Total - Probation Department</b>		904.5	904.5	901.5		901.5	-3.0
<b>0293</b>			<b>Med Exam-Coroner Fund 0001</b>								
		3750	Med-Exam/Coroner Fund 0001								
				B2R	Admin Support Officer I	1.0	1.0	1.0		1.0	0.0
				D09	Office Specialist III	0.0	1.0	1.0		1.0	1.0
				D87	Medical Transcriptionist	1.0	1.0	1.0		1.0	0.0
				P46	Asst Medical Examiner-Coroner	3.0	3.0	3.0		3.0	0.0
				S25	Forensic Pathology Technician	2.0	3.0	3.0		3.0	1.0
				S26	Forensic Pathology Tech Trn	2.0	1.0	1.0		1.0	-1.0
				V85	Medical Examiner Coroner Invst	9.0	9.0	9.0		9.0	0.0
				X09	Sr Office Specialist	2.0	1.0	1.0		1.0	-1.0
				<b>Total - Med Exam-Coroner Fund 0001</b>		20.0	20.0	20.0		20.0	0.0
				<b>Total - Public Safety and Justice</b>		3,707.5	3,741.5	3,773.0		3,773.0	65.5





## Children, Seniors, and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount Change from 2016
								Approved	Recommended	Approved
								Adjusted		
<b>Social Services Agency</b>										
<b>0200</b>	<b>Dept of Child Support Services</b>									
3804	DCSS Exp - Admin Fund 0193									
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0			
	B1P	Mgmt Analyst		1.0	1.0	1.0	0.0			
	B2K	Admin Serv Mgr III		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	3.0	1.0			
	B76	Sr Accountant		1.0	1.0	1.0	0.0			
	B77	Accountant III		1.0	1.0	0.0	-1.0			
	B78	Accountant II		2.0	2.0	2.0	0.0			
	B96	Dept Fiscal Officer		1.0	1.0	1.0	0.0			
	D09	Office Specialist III		8.0	8.0	12.0	4.0			
	D49	Office Specialist II		3.0	3.0	2.0	-1.0			
	D51	Office Specialist I		4.0	4.0	4.0	0.0			
	D5D	Human Resources Asst II		1.0	1.0	1.0	0.0			
	D64	Supv Legal Secretary I		1.0	1.0	1.0	0.0			
	D66	Legal Secretary II		8.0	8.0	7.0	-1.0			
	D70	Legal Secretary I		1.0	1.0	1.0	0.0			
	D97	Account Clerk II		1.0	1.0	1.0	0.0			
	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		114.0	112.0	102.0	-12.0			
	E86	Child Support Officer I		0.0	2.0	2.0	2.0			
	E88	Sr Child Support Officer		17.0	17.0	17.0	0.0			
	E90	Child Support Specialist		15.0	15.0	12.0	-3.0			
	F07	Legal Process Officer		1.0	1.0	1.0	0.0			
	F14	Legal Clerk		17.0	18.0	18.0	1.0			
	F16	Legal Clerk Trainee		3.0	2.0	2.0	-1.0			
	F19	Child Support Docmnt Examiner		4.0	4.0	4.0	0.0			
	Q24	Dir Dept of Child Supp Svcs-U		1.0	1.0	1.0	0.0			
	U71	Attorney IV-Child Support Srv		11.0	11.0	7.0	-4.0			
	V73	Sr Paralegal		1.0	1.0	1.0	0.0			
	X09	Sr Office Specialist		0.0	0.0	1.0	1.0			
	X15	Exec Assistant II-ACE		1.0	1.0	1.0	0.0			
3805	DCSS Exp - Electronic Data Processing Fund 0193									
	G11	Information Systems Mgr III		1.0	1.0	1.0	0.0			
	G12	Information Systems Mgr II		2.0	2.0	2.0	0.0			
	G28	Info Systems Analyst II		2.0	2.0	2.0	0.0			
	G38	Info Systems Tech III		1.0	1.0	1.0	0.0			
<b>Total - Dept of Child Support Services</b>				<b>243.0</b>	<b>243.0</b>	<b>229.0</b>	<b>-14.0</b>			



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount
								Approved	Recommended	Change
								Adjusted		from 2016
									Approved	Approved
<b>0502</b>	<b>Social Services Agency</b>									
050201	Agency Office Admin Fund 0001									
	A3F	SSA Dep Director, Operations		1.0	1.0	1.0	0.0			
	A6A	Sr Financial Analyst		8.0	9.0	9.0	1.0			
	A6B	Financial Analyst II		5.0	5.0	5.0	0.0			
	A6C	Financial Analyst I		1.0	1.0	1.0	0.0			
	A86	Dir Social Services Agency		1.0	1.0	1.0	0.0			
	A87	Director, Central Services		0.0	1.0	1.0	1.0			
	A8A	Chief Deputy Dir-SSA		1.0	1.0	1.0	0.0			
	B1H	Mgmt Anal Prog Mgr III		3.0	2.0	3.0	0.0			
	B1J	Mgmt Anal Prog Mgr II		2.0	3.0	3.0	1.0			
	B1L	Mgmt Analysis Prog Mgr I		1.0	1.0	1.0	0.0			
	B1N	Sr Mgmt Analyst		6.0	6.0	6.0	0.0			
	B1P	Mgmt Analyst		16.0	10.0	10.0	-6.0			
	B1R	Assoc Mgmt Analyst B		3.0	6.0	6.0	3.0			
	B1T	Assoc Mgmt Analyst A		1.0	3.0	3.0	2.0			
	B2J	Admin Services Mgr II		0.0	1.0	1.0	1.0			
	B2L	Admin Services Mgr I		3.0	2.0	2.0	-1.0			
	B2N	Admin Support Officer III		1.0	1.0	1.0	0.0			
	B2P	Admin Support Officer II		2.0	2.0	2.0	0.0			
	B3N	Program Mgr II		1.0	1.0	1.0	0.0			
	B57	Central Service Mgr-SS		1.0	0.0	0.0	-1.0			
	B5M	Maintenance Project Manager		1.0	1.0	1.0	0.0			
	B76	Sr Accountant		12.0	11.0	11.0	-1.0			
	B77	Accountant III		9.0	6.0	6.0	-3.0			
	B78	Accountant II		5.0	4.0	4.0	-1.0			
	B80	Accountant Auditor Appraiser		7.0	13.0	13.0	6.0			
	B87	Trust & Fiduciary Acctng Mgr		1.0	0.0	0.0	-1.0			
	B8B	Accounting Manager		0.0	2.0	2.0	2.0			
	B90	Chief Fiscal Officer-SSA		1.0	1.0	1.0	0.0			
	B96	Dept Fiscal Officer		1.0	1.0	1.0	0.0			
	B9B	Social Services Fiscal Officer		2.0	1.0	1.0	-1.0			
	B9G	Sr Departmental Fiscal Officer		0.0	1.0	1.0	1.0			
	C08	Sr Executive Assistant		1.0	1.0	1.0	0.0			
	C29	Exec Assistant I		1.0	0.0	0.0	-1.0			
	C32	Buyer II		1.0	1.0	1.0	0.0			
	C60	Admin Assistant		2.0	2.0	2.0	0.0			
	D09	Office Specialist III		4.0	6.0	6.0	2.0			
	D49	Office Specialist II		13.0	13.0	13.0	0.0			
	D62	Revenue Collections Clerk		1.0	1.0	1.0	0.0			
	D77	Income Tax Specialist		1.0	1.0	1.0	0.0			
	D94	Supv Account Clerk II		2.0	2.0	2.0	0.0			
	D96	Accountant Assistant		15.0	12.0	12.0	-3.0			
	D97	Account Clerk II		9.0	12.0	12.0	3.0			



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
E28	Messenger Driver	2.0	2.0	2.0	0.0				
E50	Eligibility Examiner	1.0	1.0	1.0	0.0				
E87	Sr Account Clerk	9.0	7.0	7.0	-2.0				
F26	Print-On-Demand Operator	2.0	2.0	2.0	0.0				
F37	Justice System Clerk II	1.0	1.0	1.0	0.0				
G14	Information Systems Mgr I	0.0	1.0	1.0	1.0				
G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0				
G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
G81	Storekeeper	1.0	1.0	1.0	0.0				
G82	Stock Clerk	8.0	8.0	8.0	0.0				
H17	Utility Worker	3.0	3.0	3.0	0.0				
H21	Facilities Services Worker	1.0	1.0	1.0	0.0				
M11	Fleet Maintenance Scheduler	2.0	2.0	2.0	0.0				
M20	Facilities Maintenance Rep	2.0	2.0	3.0	1.0				
P7A	Director of Research-SSA	1.0	0.0	0.0	-1.0				
P7B	Dir of Research & Outcome Measure	0.0	1.0	1.0	1.0				
U98	Protective Services Officer	13.0	13.0	13.0	0.0				
V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0				
V34	Sr Revenue Collections Officer	2.0	2.0	2.0	0.0				
V35	Revenue Collections Officer	7.0	7.0	7.0	0.0				
V65	SSA Applctn Dec Supp Mgr	1.0	0.0	0.0	-1.0				
V88	Investigator Assistant	2.0	2.0	2.0	0.0				
V8B	Welfare Fraud Investigator	8.0	8.0	8.0	0.0				
W1P	Mgmt Analyst-U	1.0	0.0	0.0	-1.0				
W20	SSA Info Technology Spec	1.0	1.0	1.0	0.0				
X09	Sr Office Specialist	2.0	0.0	0.0	-2.0				
X17	Exec Assistant I-ACE	2.0	3.0	3.0	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	0.0	-1.0				
Y50	Project Mgr	2.0	2.0	2.0	0.0				
050202	Information Systems Fund 0001								
A2N	Dir of Info Systems-SSA	1.0	1.0	1.0	0.0				
B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0				
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
B1P	Mgmt Analyst	4.0	4.0	4.0	0.0				
B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
G12	Information Systems Mgr II	5.0	4.0	4.0	-1.0				
G14	Information Systems Mgr I	14.0	16.0	17.0	3.0				
G28	Info Systems Analyst II	12.0	10.0	10.0	-2.0				
G29	Info Systems Analyst I	4.0	4.0	4.0	0.0				
G38	Info Systems Tech III	8.0	7.0	7.0	-1.0				
G4L	Departmental Network Engineer	0.0	1.0	1.0	1.0				
G4M	Web Technician	1.0	1.0	1.0	0.0				



**Children, Seniors, and Families (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		G4N	Web Designer	1.0	1.0	1.0	0.0				
		G50	Info Systems Tech II	9.0	10.0	11.0	2.0				
		K16	Telecommunications Engineer	2.0	2.0	2.0	0.0				
		L35	Telecommunications Technician	2.0	2.0	2.0	0.0				
		P65	SSA Application Dec Sup Spec II	12.0	14.0	14.0	2.0				
		P66	SSA Application Dec Sup Spec I	4.0	2.0	2.0	-2.0				
		V65	SSA Applctn Dec Supp Mgr	11.0	12.0	12.0	1.0				
		W20	SSA Info Technology Spec	17.0	17.0	17.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
050203	Agency Staff Dev & Training Fund 0001										
		B1W	Mgmt Aide	2.0	2.0	2.0	0.0				
		B23	Sr Training & Staff Developmnt	4.0	4.0	4.0	0.0				
		B2E	Training & Staff Dev Spec	5.0	5.0	5.0	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	17.0	18.0	18.0	1.0				
		E43	Assoc Staff Development Spec	1.0	0.0	0.0	-1.0				
		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 Specilst	6.0	6.0	9.0	3.0				
		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	1.5	1.5	1.5	0.0				
		W20	SSA Info Technology Spec	1.0	1.0	1.0	0.0				
		Y3C	Social Worker III	1.0	2.0	2.0	1.0				
		Y48	Social Work Coord II	1.0	1.0	1.0	0.0				
<b>Total - Social Services Agency</b>				<b>398.0</b>	<b>399.0</b>	<b>405.0</b>	<b>7.0</b>				

**0503 Department of Family & Children's Services**

050301	DFCS Admin Fund 0001										
		A2V	Dir Family & Children Services	1.0	1.0	1.0	0.0				
		A74	Asst Dir Family & Children Srv	1.0	1.0	1.0	0.0				
		B1H	Mgmt Anal Prog Mgr III	1.0	0.0	0.0	-1.0				
		B1J	Mgmt Anal Prog Mgr II	0.0	1.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0				
		B1P	Mgmt Analyst	3.0	3.0	3.0	0.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		C60	Admin Assistant	9.0	10.0	10.0	1.0				
		C76	Office Mgmt Coord	6.0	6.0	6.0	0.0				
		D03	Data Office Specialist	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
	Y23	Social Work Supervisor	4.0	4.0	4.0	0.0				
	Y30	Social Services Prg Mgr III	6.0	6.0	6.0	0.0				
	Y31	Social Services Prg Mgr II	2.0	2.0	2.0	0.0				
	Y32	Social Services Prg Mgr I	4.0	4.0	4.0	0.0				
	Y3C	Social Worker III	5.0	6.0	6.0	1.0				
	Y48	Social Work Coord II	12.0	13.0	18.0	6.0				
	Y49	Social Work Coord I	2.0	2.0	2.0	0.0				
	Y50	Project Mgr	4.0	4.0	4.0	0.0				
050302	DFCS Program Svcs Fund 0001									
	E45	Eligibility Worker III	1.0	1.0	1.0	0.0				
	Y23	Social Work Supervisor	52.0	51.0	51.0	-1.0				
	Y25	Employment Program Supv	1.0	1.0	1.0	0.0				
	Y27	Employment Counselor III	2.0	2.0	2.0	0.0				
	Y28	Employment Counselor II	1.0	0.0	0.0	-1.0				
	Y29	Employment Counselor I	0.0	1.0	1.0	1.0				
	Y3A	Social Worker I	56.0	56.0	56.0	0.0				
	Y3B	Social Worker II	22.0	52.0	52.0	30.0				
	Y3C	Social Worker III	291.0	249.0	250.0	-41.0				
	Y48	Social Work Coord II	6.0	6.0	6.0	0.0				
050303	DFCS Program Support Fund 0001									
	D03	Data Office Specialist	17.0	22.0	22.0	5.0				
	D09	Office Specialist III	38.0	38.0	39.0	1.0				
	D20	Youth Engagement Specialist	0.0	2.0	2.0	2.0				
	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0				
	D49	Office Specialist II	12.0	12.0	12.0	0.0				
	D72	Client Services Technician	11.0	12.0	12.0	1.0				
	E28	Messenger Driver	2.0	2.0	2.0	0.0				
	F14	Legal Clerk	10.0	10.0	10.0	0.0				
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
050304	Children's Receiving Center Fund 0001									
	C60	Admin Assistant	1.0	0.0	0.0	-1.0				
	D03	Data Office Specialist	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	3.0	2.0	2.0	-1.0				
	D72	Client Services Technician	1.0	1.0	1.0	0.0				
	X24	Sr Children's Counselor	2.0	2.0	2.0	0.0				
	X31	Childrens Counselor	15.0	7.0	7.0	-8.0				
	Y23	Social Work Supervisor	0.0	1.0	1.0	1.0				
	Y32	Social Services Prg Mgr I	1.0	1.0	1.0	0.0				
	Y3A	Social Worker I	0.0	8.0	8.0	8.0				
050305	DFCS Staff Dev. and Training Fund 0001									
	Y3B	Social Worker II	5.0	20.0	20.0	15.0				
	Y3C	Social Worker III	8.0	7.0	7.0	-1.0				
<b>Total - Department of Family &amp; Children's Services</b>			<b>628.0</b>	<b>639.0</b>	<b>646.0</b>	<b>18.0</b>				



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount	
								Approved	Adjusted	Recommended	Change
											from 2016
								Approved	Adjusted	Recommended	Approved
<b>0504</b>	<b>Department of Employment &amp; Benefit Svc</b>										
050401	DEBS Admin Fund 00001										
	A78	Dir of Employment & Benfts Srv	1.0	1.0	1.0	0.0					
	A98	Asst Dir, Employment & Benefit	1.0	1.0	1.0	0.0					
	B1N	Sr Mgmt Analyst	3.0	3.0	3.0	0.0					
	B1P	Mgmt Analyst	23.0	23.0	23.0	0.0					
	B1R	Assoc Mgmt Analyst B	2.0	2.0	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	Employment Services Director	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	2.0	1.0	1.0	-1.0					
	D98	Account Clerk I	0.0	1.0	1.0	1.0					
	E45	Eligibility Worker III	2.0	0.0	0.0	-2.0					
	E87	Sr Account Clerk	1.0	1.0	1.0	0.0					
	P65	SSA Application Dec Sup Spec II	12.0	14.0	14.0	2.0					
	P66	SSA Application Dec Sup Spec I	2.0	0.0	0.0	-2.0					
	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	6.0	6.0	-2.0					
	Y32	Social Services Prg Mgr I	11.0	13.0	13.0	2.0					
	Y48	Social Work Coord II	2.0	2.0	2.0	0.0					
050402	DEBS Program Svcs Fund 0001										
	B1P	Mgmt Analyst	0.0	0.0	1.0	1.0					
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0					
	D09	Office Specialist III	1.0	0.0	0.0	-1.0					
	D72	Client Services Technician	1.0	2.0	2.0	1.0					
	E44	Eligibility Work Supv	101.0	101.0	101.0	0.0					
	E45	Eligibility Worker III	334.0	356.0	356.0	22.0					
	E46	Eligibility Worker II	389.0	387.0	387.0	-2.0					
	E47	Eligibility Worker I	0.0	1.0	1.0	1.0					
	E50	Eligibility Examiner	23.0	23.0	24.0	1.0					
	E53	Social Services Prg Cntrl Supv	3.0	3.0	3.0	0.0					
	Y23	Social Work Supervisor	1.0	1.0	1.0	0.0					
	Y25	Employment Program Supv	18.0	18.0	18.0	0.0					
	Y27	Employment Counselor III	48.0	51.0	51.0	3.0					



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		Y28	Employment Counselor II	93.0	90.0	90.0	-3.0				
		Y29	Employment Counselor I	12.0	12.0	12.0	0.0				
		Y3B	Social Worker II	9.0	9.0	9.0	0.0				
		Y3C	Social Worker III	3.0	3.0	3.0	0.0				
		Y4B	Social Svcs Appeals Officer	14.0	14.0	14.0	0.0				
		Z27	Employment Counselor III - U	0.0	1.0	1.0	1.0				
050403	DEBS Program Support Fund 0001										
		D09	Office Specialist III	64.0	73.0	73.0	9.0				
		D49	Office Specialist II	67.0	66.0	66.0	-1.0				
		D72	Client Services Technician	108.0	99.0	99.0	-9.0				
		G82	Stock Clerk	3.0	3.0	3.0	0.0				
		V33	Office Specialist II-U	0.0	1.0	1.0	1.0				
050404	DEBS Trainees Fund 0001										
		E45	Eligibility Worker III	26.0	2.0	2.0	-24.0				
		E46	Eligibility Worker II	45.0	41.0	41.0	-4.0				
		E47	Eligibility Worker I	36.0	45.0	45.0	9.0				
<b>Total - Department of Employment &amp; Benefit Svc</b>				<b>1,516.0</b>	<b>1,517.0</b>	<b>1,518.0</b>	<b>2.0</b>				

### 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			
		A7A	Chief Dep Pub Admin/Guard/Cons	0.0	1.0	1.0	1.0			
		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			
		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			
		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	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	8.0	8.0	-1.0			
		E44	Eligibility Work Supv	0.0	1.0	1.0	1.0			
		E51	Program Coord	1.0	0.0	0.0	-1.0			
		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	12.0	12.0	12.0	0.0			
		V38	Estate Administrator Asst	2.0	2.0	2.0	0.0			
		V42	Estate Property Specialist	4.0	4.0	4.0	0.0			
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0			
		Y30	Social Services Prg Mgr III	1.0	2.0	2.0	1.0			
		Y31	Social Services Prg Mgr II	2.0	2.0	3.0	1.0			



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						Y32	Social Services Prg Mgr I	1.0	1.0	1.0	0.0
						Y48	Social Work Coord II	1.0	0.0	0.0	-1.0
						Y50	Project Mgr	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	2.0	1.0
						V45	Supv Deputy Public Guardian	4.0	4.0	4.0	0.0
						V4B	Deputy Public Guardian-Conservator	31.0	31.0	31.0	0.0
						Y23	Social Work Supervisor	13.0	13.0	13.0	0.0
						Y31	Social Services Prg Mgr II	1.0	0.0	0.0	-1.0
						Y3A	Social Worker I	6.0	13.0	13.0	7.0
						Y3B	Social Worker II	78.0	72.0	78.0	0.0
						Y3C	Social Worker III	25.0	24.0	25.0	0.0
						Y48	Social Work Coord II	0.0	1.0	1.0	1.0
						Y49	Social Work Coord I	4.0	4.0	4.0	0.0
050503	DAAS Program Support Fund 0001					C60	Admin Assistant	0.0	0.0	1.0	1.0
						C76	Office Mgmt Coord	0.0	0.0	1.0	1.0
						D03	Data Office Specialist	3.0	3.0	3.0	0.0
						D09	Office Specialist III	25.0	25.0	25.0	0.0
						D49	Office Specialist II	6.5	6.5	8.5	2.0
						D72	Client Services Technician	3.0	3.0	3.0	0.0
						E65	Program Services Aide	6.0	6.0	6.0	0.0
050504	Senior Nutrition Fund 0001					B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0
						B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0
						B77	Accountant III	1.0	1.0	1.0	0.0
						C60	Admin Assistant	1.0	1.0	1.0	0.0
						D09	Office Specialist III	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	0.0	0.0	-1.0
						Y32	Social Services Prg Mgr I	0.0	1.0	1.0	1.0
<b>Total - Department of Aging and Adult Services Fund 0001</b>								271.5	273.5	286.5	15.0
<b>Total - Children, Seniors, and Families</b>								3,056.5	3,071.5	3,084.5	28.0





## Santa Clara Valley Health and Hospital System

Agency Name

Budget Unit Number and Name

Cost Center Number and Name

		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount
				Approved	Adjusted	Recommended	Change
							from 2016
							Approved
<b>Health Department</b>							
<b>0410</b>	<b>Public Health</b>						
04101	Assess, Planning & Health						
	A5B	Pub Health Div Dir-Plng & Eval	1.0	1.0	1.0	0.0	
	B01	Health Planning Spec III	3.5	3.5	3.5	0.0	
	B19	Health Program Spec	6.0	4.0	4.0	-2.0	
	B5Z	Health Care Prog Analyst Assoc	1.0	1.0	0.0	-1.0	
	B7T	Public Health Preparedness Mgr	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	C84	Health Care Program Mgr I	0.0	1.0	1.0	1.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	E06	Chief Registrar of Vital Stat	1.0	1.0	1.0	0.0	
	F5E	Vital Records Specialist II	5.0	2.0	2.0	-3.0	
	F5F	Vital Records Specialist I	4.0	6.0	4.0	0.0	
	G77	Warehouse Materials Handler	0.5	0.5	0.5	0.0	
	J23	Sr Epidemiologist	1.0	1.0	2.0	1.0	
	J25	Epidemiologist II	2.5	3.5	5.5	3.0	
	J26	Health Education Specialist	1.0	1.0	1.0	0.0	
	J28	Epidemiologist I	2.5	1.5	1.5	-1.0	
	R43	Sr Public Hlth Microbiologist	2.0	2.0	2.0	0.0	
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
04102	Chronic, Disease & Injury						
	B01	Health Planning Spec III	5.0	5.0	5.0	0.0	
	B19	Health Program Spec	6.5	6.5	6.5	0.0	
	B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0	
	B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0	
	B6H	Health Planning Spec II	5.5	3.5	3.5	-2.0	
	C23	Prevention Program Analyst II	2.5	1.0	1.0	-1.5	
	C24	Prevention Program Analyst I	0.5	2.0	2.0	1.5	
	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	
	D09	Office Specialist III	2.5	2.5	2.5	0.0	
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
	E04	Public Health Community Spec	1.5	1.5	1.5	0.0	
	J26	Health Education Specialist	4.5	3.5	3.5	-1.0	
	J27	Health Education Associate	4.0	4.0	4.0	0.0	
	R24	Public Health Nutritionist	5.0	3.5	3.5	-1.5	
	S08	Public Health Nutrition Assoc	0.0	2.0	2.0	2.0	
	U19	Prevention Program Analyst I-U	0.5	0.5	0.5	0.0	
	W09	Public Health Community Spec-U	0.5	0.5	0.5	0.0	



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		FY 2016 Positions		FY 2017	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2016
				Approved	Adjusted	Recommended	Approved
		W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0
04103	Community, Health Services						
		C69	Public Health Nurse Mgr II	1.0	1.0	1.0	0.0
		C70	Public Health Nurse Mgr I	4.0	4.0	4.0	0.0
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
		D09	Office Specialist III	8.0	8.0	8.0	0.0
		E07	Community Worker	1.0	0.0	0.0	-1.0
		E32	Public Health Assistant	10.0	11.0	11.0	1.0
		J26	Health Education Specialist	2.0	2.0	2.0	0.0
		R24	Public Health Nutritionist	0.0	1.0	1.0	1.0
		S47	Public Health Nurse III	4.0	4.0	4.0	0.0
		S48	Public Health Nurse II	44.0	44.0	44.0	0.0
		S4D	Dep Dir Public Health-Nursing Svc	1.0	1.0	1.0	0.0
		S50	Public Health Nurse I	4.5	5.0	5.0	0.5
04104	Emergency Medical Services						
		A9F	EMS Medical Director	0.0	1.0	1.0	1.0
		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
		C29	Exec Assistant I	1.0	1.0	1.0	0.0
		C60	Admin Assistant	1.0	1.0	1.0	0.0
		D09	Office Specialist III	1.0	1.0	1.0	0.0
		G77	Warehouse Materials Handler	0.0	0.0	0.5	0.5
		J25	Epidemiologist II	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	9.0	9.0	9.0	0.0
		S2E	Sr Emergency Med Svcs Spclst	1.0	1.0	1.0	0.0
04105	Family Health						
		B19	Health Program Spec	0.0	1.0	1.0	1.0
		B1W	Mgmt Aide	1.5	1.5	1.5	0.0
		B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0
		C60	Admin Assistant	1.0	1.0	1.0	0.0
		C76	Office Mgmt Coord	2.0	2.0	2.0	0.0
		C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
		C83	Health Care Program Mgr II	3.0	3.0	3.0	0.0
		C84	Health Care Program Mgr I	2.0	1.0	1.0	-1.0
		D09	Office Specialist III	7.0	3.0	3.0	-4.0
		D1E	Sr Health Services Rep	7.0	11.0	11.0	4.0
		D2E	Health Services Rep	19.5	19.5	19.5	0.0
		D48	Patient Business Serv Clerk	1.0	1.0	1.0	0.0
		D49	Office Specialist II	1.0	1.0	1.0	0.0
		D60	Clerical Office Supv	1.0	1.0	1.0	0.0
		D75	Medical Office Specialist	1.5	1.0	1.0	-0.5
		E04	Public Health Community Spec	2.0	2.0	2.0	0.0
		E32	Public Health Assistant	4.0	4.0	4.0	0.0
		J26	Health Education Specialist	2.0	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		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
J27	Health Education Associate	3.0	3.0	3.0	0.0				
P04	Asst Public Health Officer	1.0	1.0	1.0	0.0				
P08	Public Health Physician III	0.5	0.0	0.0	-0.5				
R01	Chief CCS Therapist	1.0	1.0	1.0	0.0				
R02	Supervising CCS Therapist	5.0	5.0	4.0	-1.0				
R04	Sr CCS Therapist	4.0	4.0	4.0	0.0				
R05	CCS Therapist I	17.5	17.0	17.0	-0.5				
R07	CCS Therapist II	8.5	9.0	9.0	0.5				
R24	Public Health Nutritionist	7.5	7.5	7.5	0.0				
R41	Therapy Aide	5.0	5.0	5.0	0.0				
S08	Public Health Nutrition Assoc	22.0	22.0	22.0	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				
S48	Public Health Nurse II	2.0	1.0	1.0	-1.0				
W08	Health Education Associate-U	0.0	0.5	0.5	0.5				
W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
Y03	Medical Social Worker II	2.0	2.0	2.0	0.0				
Y3A	Social Worker I	0.5	0.0	0.0	-0.5				
Y3B	Social Worker II	0.0	0.5	0.5	0.5				
04106	Health Officer								
A5H	Deputy Dir, PH Operations	0.0	1.0	1.0	1.0				
B19	Health Program Spec	0.0	2.0	2.0	2.0				
B5X	Health Care Program Analyst II	0.0	0.5	0.5	0.5				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
C82	Sr Health Care Program Mgr	0.0	0.0	1.0	1.0				
D09	Office Specialist III	0.5	0.5	0.5	0.0				
D76	Medical Admin Assistant II	1.0	1.0	1.0	0.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
P05	Deputy Public Health Officer	0.0	1.0	1.0	1.0				
P06	Public Health Officer	1.0	1.0	1.0	0.0				
P40	Pharmacist Specialist	1.0	0.5	1.5	0.5				
R26	Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0				
R27	Pharmacist	2.0	2.5	2.5	0.5				
R29	Pharmacy Technician	4.0	4.0	4.0	0.0				
R42	Director, Public Health Laboratory	1.0	1.0	1.0	0.0				
R43	Sr Public Hlth Microbiologist	1.0	1.0	1.0	0.0				
R46	Public Health Microbiologist	4.0	4.0	4.0	0.0				
R56	Supv Pharmacist	1.0	1.0	1.0	0.0				
R7F	Medical Laboratory Asst III	2.0	2.0	2.0	0.0				
04107	Infections Disease								
B01	Health Planning Spec III	2.0	2.0	2.0	0.0				
B19	Health Program Spec	1.0	1.0	1.0	0.0				
B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0				
B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						C69	Public Health Nurse Mgr II	1.0	0.0	0.0	-1.0
						C70	Public Health Nurse Mgr I	2.0	3.0	3.0	1.0
						C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
						C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
						C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0
						D09	Office Specialist III	3.0	3.0	3.0	0.0
						D1E	Sr Health Services Rep	1.0	0.0	0.0	-1.0
						D2E	Health Services Rep	2.0	2.0	2.0	0.0
						E04	Public Health Community Spec	3.0	3.0	3.0	0.0
						E32	Public Health Assistant	6.0	6.0	6.0	0.0
						J26	Health Education Specialist	2.0	2.0	2.0	0.0
						J67	Health Information Clerk III	1.0	1.0	1.0	0.0
						J69	Health Information Clerk I	0.5	0.5	0.5	0.0
						P04	Asst Public Health Officer	2.0	3.0	3.0	1.0
						S45	Public Health Nurse Spectst	1.0	1.0	1.0	0.0
						S47	Public Health Nurse III	3.0	3.0	3.0	0.0
						S48	Public Health Nurse II	15.5	11.5	11.5	-4.0
						S50	Public Health Nurse I	1.0	5.0	5.0	4.0
						S51	Communicable Disease Invest	12.0	12.0	12.0	0.0
						W71	Sr Health Care Prog Analyst	2.0	3.0	3.0	1.0
						X09	Sr Office Specialist	2.0	2.0	2.0	0.0
						Y3B	Social Worker II	3.0	3.0	3.0	0.0
04108						PH Admin Support Services					
						A52	Public Health Director	1.0	0.0	0.0	-1.0
						A5A	Public Health Div Dir-Prog	1.0	0.0	0.0	-1.0
						B1P	Mgmt Analyst	1.0	2.0	2.0	1.0
						B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0
						B2K	Admin Serv Mgr III	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	0.5	1.0	1.0	0.5
						B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0
						B5Z	Health Care Prog Analyst Assoc	1.0	0.0	0.0	-1.0
						C29	Exec Assistant I	1.0	1.0	2.0	1.0
						C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
						C98	Public Communication Spec	1.0	1.0	1.0	0.0
						C9A	Health Information Officer	1.0	1.0	1.0	0.0
						C9B	Social Media/Internet Com Spec	0.5	0.5	0.5	0.0
						D09	Office Specialist III	2.0	2.0	2.0	0.0
						J45	Graphic Designer II	0.5	0.5	0.5	0.0
						W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0
						X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
041012						Central Services Fund 0001					
						D1E	Sr Health Services Rep	0.0	1.0	1.0	1.0
						S48	Public Health Nurse II	2.0	3.0	3.0	1.0
						S50	Public Health Nurse 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		FY 2016 Positions	FY 2017	Amount	
								Approved	Adjusted	Change	
								Recommended	Approved	from 2016	
<b>Total - Public Health</b>								454.0	455.5	458.0	4.0
<b>0414</b>	<b>Custody Health Services</b>										
4138	CSCHS Administrative Services -Fund 0001										
	C29	Exec Assistant I	1.0	1.0	1.0	0.0					
	C83	Health Care Program Mgr II	0.0	1.0	1.0	1.0					
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0					
	S5A	Staff Developer - Step A	1.0	1.0	1.0	0.0					
	S80	Admin Nurse II	2.0	2.0	2.0	0.0					
	S86	Dir. Custody Health Services	1.0	1.0	1.0	0.0					
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0					
4150	Juvenile Probation Med Svcs Fund 0001										
	D02	Medical Unit Clerk	2.5	2.5	2.5	0.0					
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0					
	S75	Clinical Nurse III	4.8	3.3	3.3	-1.5					
	S7A	Clinical Nurse III - Step A	0.8	1.8	1.8	1.0					
	S7B	Clinical Nurse III - Step B	2.8	2.8	2.8	0.0					
	S7C	Clinical Nurse III - Step C	1.8	1.8	1.8	0.0					
	S85	Licensed Vocational Nurse	3.5	2.0	2.0	-1.5					
	S89	Clinical Nurse I	0.0	0.5	0.5	0.5					
041401	Adult Custody Med Svcs Fund 0001										
	B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0					
	B2J	Admin Services Mgr II	0.0	1.0	1.0	1.0					
	C60	Admin Assistant	1.0	1.0	1.0	0.0					
	C76	Office Mgmt Coord	0.0	1.0	1.0	1.0					
	C82	Sr Health Care Program Mgr	0.0	1.0	1.0	1.0					
	C83	Health Care Program Mgr II	0.0	3.0	3.0	3.0					
	D02	Medical Unit Clerk	6.0	6.0	6.0	0.0					
	D09	Office Specialist III	0.0	3.5	3.5	3.5					
	E07	Community Worker	0.0	1.0	1.0	1.0					
	H18	Janitor	3.0	3.0	3.0	0.0					
	P13	Sr Mental Health Prog Spec	0.0	1.0	1.0	1.0					
	P76	Registered Dental Assistant	1.5	1.5	1.5	0.0					
	P78	Dental Assistant	0.0	0.0	1.0	1.0					
	P95	Attending Psychologist	0.0	12.0	12.0	12.0					
	P96	Marriage & Family Therapist II	0.0	0.8	0.8	0.8					
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	2.0	2.0	2.0	0.0					
	S57	Psychiatric Nurse II	0.0	6.0	6.0	6.0					
	S72	Q I Mgr - Acute Psych Svcs	0.0	1.0	1.0	1.0					
	S75	Clinical Nurse III	51.8	48.9	48.9	-2.9					
	S76	Clinical Nurse II	8.0	9.2	9.2	1.2					
	S7A	Clinical Nurse III - Step A	7.8	7.8	7.8	0.0					
	S7B	Clinical Nurse III - Step B	4.0	4.0	4.0	0.0					
	S7C	Clinical Nurse III - Step C	0.0	1.0	1.0	1.0					
	S80	Admin Nurse II	4.0	4.0	4.0	0.0					



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change
								Approved	Adjusted	Recommended	from 2016
								Approved	Adjusted	Recommended	Approved
		S85	Licensed Vocational Nurse	15.0	14.5	14.5	-0.5				
		S93	Hospital Services Asst II	7.5	7.5	7.5	0.0				
		X15	Exec Assistant II-ACE	0.0	1.0	1.0	1.0				
		Y41	Psychiatric Social Worker II	1.0	13.0	13.0	12.0				
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	5.5	5.5	5.5	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		H18	Janitor	3.0	3.0	3.0	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	17.6	17.1	17.1	-0.5				
		P97	Marriage & Family Therapist I	0.0	2.5	2.5	2.5				
		S12	Utilization Review Coordinator	0.5	0.5	0.5	0.0				
		S75	Clinical Nurse III	27.2	23.4	23.4	-3.8				
		S76	Clinical Nurse II	0.0	2.3	2.3	2.3				
		S7A	Clinical Nurse III - Step A	3.0	4.0	4.0	1.0				
		S7B	Clinical Nurse III - Step B	1.8	2.0	2.0	0.2				
		S7C	Clinical Nurse III - Step C	0.0	1.0	1.0	1.0				
		S80	Admin Nurse II	1.0	1.0	1.0	0.0				
		S85	Licensed Vocational Nurse	2.5	2.0	2.0	-0.5				
		Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
		Y41	Psychiatric Social Worker II	21.0	19.0	20.4	-0.6				
		Y42	Psychiatric Social Worker I	2.0	2.0	2.0	0.0				
<b>Total - Custody Health Services</b>								233.9	277.7	280.1	46.2

### 0415 Behavioral Health Services Department

0412	Mental Health Department										
		A2J	Director of Homeless Systems	1.0	1.0	0.0	-1.0				
		A2K	Homeless And Hsing Concerns Co	2.0	2.0	0.0	-2.0				
		A49	Mental Health Medical Dir-U	1.0	0.0	0.0	-1.0				
		A5E	Dir. Behavioral Health Svcs	1.0	1.0	1.0	0.0				
		A9H	Behavioral Health Medical Dir	0.0	1.0	1.0	1.0				
		B19	Health Program Spec	5.0	5.0	5.0	0.0				
		B1J	Mgmt Anal Prog Mgr II	1.0	1.0	0.0	-1.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	0.0	-1.0				
		B1P	Mgmt Analyst	7.0	6.0	8.0	1.0				
		B1R	Assoc Mgmt Analyst B	5.0	5.0	4.0	-1.0				
		B1T	Assoc Mgmt Analyst A	3.0	3.0	3.0	0.0				
		B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
		B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B2N	Admin Support Officer III	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				
B3P	Program Mgr I	4.5	4.5	3.5	-1.0				
B3R	Deputy Dir Mntl Hlth Prg Ops	1.0	1.0	1.0	0.0				
B5X	Health Care Program Analyst II	6.0	7.0	7.0	1.0				
B5Y	Health Care Program Analyst I	3.0	3.0	3.0	0.0				
B5Z	Health Care Prog Analyst Assoc	1.0	0.0	0.0	-1.0				
B72	Mental Health Division Manager	6.0	6.0	7.0	1.0				
B7F	Program Mgr/School-Linked Srv	1.0	1.0	1.0	0.0				
C23	Prevention Program Analyst II	3.0	3.0	3.0	0.0				
C24	Prevention Program Analyst I	1.0	1.0	1.0	0.0				
C29	Exec Assistant I	2.0	2.0	2.0	0.0				
C60	Admin Assistant	6.0	6.0	6.0	0.0				
C82	Sr Health Care Program Mgr	2.0	2.0	2.0	0.0				
C83	Health Care Program Mgr II	13.0	15.0	15.0	2.0				
C84	Health Care Program Mgr I	1.0	1.0	1.0	0.0				
C97	Q I Coordinator - MHS	7.0	7.0	7.0	0.0				
D09	Office Specialist III	10.0	11.0	11.0	1.0				
D1E	Sr Health Services Rep	7.0	6.0	6.0	-1.0				
D1F	Mental Hlth Office Supervisor	8.0	8.0	8.0	0.0				
D2E	Health Services Rep	48.0	49.0	49.0	1.0				
D2J	Mental Health Peer Support Wrk	36.5	37.0	38.5	2.0				
D48	Patient Business Serv Clerk	1.0	1.0	1.0	0.0				
E07	Community Worker	18.0	16.5	16.5	-1.5				
E33	Mental Health Community Worker	10.0	14.0	14.0	4.0				
H59	Cook II	1.0	1.0	1.0	0.0				
H60	Cook I	4.0	4.0	4.0	0.0				
H66	Food Service Worker II	1.0	1.0	1.0	0.0				
P13	Sr Mental Health Prog Spec	14.0	14.0	14.0	0.0				
P14	Mental Health Prog Spec II	22.5	21.5	21.5	-1.0				
P55	Psychiatrist	15.6	15.6	15.6	0.0				
P67	Rehabilitation Counselor	35.0	38.0	37.0	2.0				
P93	Clinical Psychologist	3.0	3.0	3.0	0.0				
P96	Marriage & Family Therapist II	27.0	25.5	26.5	-0.5				
P97	Marriage & Family Therapist I	8.0	9.0	9.0	1.0				
R13	Psychosocial Occ Therapist	1.5	1.5	1.5	0.0				
R1L	Speech Language Pathologist I	0.0	1.0	1.0	1.0				
R38	Speech Language Path II	1.0	0.0	0.0	-1.0				
S12	Utilization Review Coordinator	1.0	1.0	1.0	0.0				
S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0				
S87	Psychiatric Technician II	6.0	7.0	7.0	1.0				
S9S	Mental Health Worker	1.5	1.5	1.5	0.0				
W71	Sr Health Care Prog Analyst	4.0	4.0	4.0	0.0				
X15	Exec Assistant II-ACE	0.0	1.0	1.0	1.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		X17	Exec Assistant I-ACE					1.0	0.0	0.0	-1.0
		Y41	Psychiatric Social Worker II					63.0	58.5	58.5	-4.5
		Y42	Psychiatric Social Worker I					11.0	19.0	19.0	8.0
0417	Department of Alcohol and Drug Services										
		B0A	Division Dir Ad Med & Thpy Svc					1.0	1.0	1.0	0.0
		B0C	Division Dir Adlt Tr Svc , A&D					1.0	1.0	1.0	0.0
		B0D	Division Dir, CFCS, A&D					1.0	1.0	1.0	0.0
		B0E	Division Dir, QI & DS, A&D					1.0	1.0	1.0	0.0
		B2J	Admin Services Mgr II					1.0	1.0	1.0	0.0
		B3P	Program Mgr I					1.0	1.0	1.0	0.0
		B3V	Sr Mgmt Info Systems Analyst					3.0	3.0	3.0	0.0
		B5X	Health Care Program Analyst II					1.0	0.0	1.0	0.0
		B5Y	Health Care Program Analyst I					0.0	2.0	2.0	2.0
		B5Z	Health Care Prog Analyst Assoc					1.0	0.0	0.0	-1.0
		C06	Q I Coordinator II A&D Sv					6.0	6.0	6.0	0.0
		C23	Prevention Program Analyst II					4.0	4.0	4.0	0.0
		C49	Dir Alcohol Drug Services					1.0	1.0	1.0	0.0
		C60	Admin Assistant					6.0	6.0	6.0	0.0
		C82	Sr Health Care Program Mgr					1.0	1.0	1.0	0.0
		C83	Health Care Program Mgr II					6.0	6.0	6.0	0.0
		C8A	Employee Assistance Prog Mgr					1.0	1.0	1.0	0.0
		C97	Q I Coordinator - MHS					2.0	2.0	2.0	0.0
		D09	Office Specialist III					7.0	7.0	9.0	2.0
		D1E	Sr Health Services Rep					6.0	6.0	6.0	0.0
		D1F	Mental Hlth Office Supervisor					1.0	1.0	1.0	0.0
		D2E	Health Services Rep					17.0	18.0	18.0	1.0
		D51	Office Specialist I					1.0	0.0	0.0	-1.0
		E07	Community Worker					4.0	4.0	4.0	0.0
		E49	Day Care Center Aide					1.5	1.5	1.5	0.0
		F86	Mgmt Info Systems Analyst II					2.0	2.0	2.0	0.0
		G12	Information Systems Mgr II					1.0	1.0	1.0	0.0
		H22	Health Realization Analyst II					1.0	1.0	1.0	0.0
		H23	Health Realization Analyst I					1.0	1.0	1.0	0.0
		H93	Medical Assistant					1.0	1.0	1.0	0.0
		J26	Health Education Specialist					1.0	1.0	1.0	0.0
		P28	Sr Staff Physician II					4.0	4.0	4.0	0.0
		P30	Clinical Standards Coord					2.0	2.0	2.0	0.0
		P55	Psychiatrist					0.5	0.5	1.0	0.5
		P67	Rehabilitation Counselor					20.0	21.0	23.0	3.0
		P74	Dir Research Evaluatn A D Svs					1.0	0.0	0.0	-1.0
		P7B	Dir of Research & Outcome Measure					0.0	1.0	1.0	1.0
		P96	Marriage & Family Therapist II					19.0	20.0	20.0	1.0
		P97	Marriage & Family Therapist I					5.0	5.0	5.0	0.0
		S75	Clinical Nurse III					1.0	1.0	1.0	0.0
		S85	Licensed Vocational Nurse					12.5	12.5	12.5	0.0





## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
S87	Psychiatric Technician II	1.0	1.0	1.0	0.0					
S89	Clinical Nurse I	1.0	1.0	1.0	0.0					
W71	Sr Health Care Prog Analyst	4.0	4.0	4.0	0.0					
X09	Sr Office Specialist	1.0	1.0	1.0	0.0					
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0					
Y41	Psychiatric Social Worker II	11.5	11.5	11.5	0.0					
Y42	Psychiatric Social Worker I	6.0	4.0	4.0	-2.0					
<b>Total - Behavioral Health Services Department</b>		<b>624.1</b>	<b>635.1</b>	<b>638.1</b>	<b>14.0</b>					

### 0418 Community Health Services

4182	Children's Hlth Initiative & Outreach Fund 0001									
C60	Admin Assistant	1.0	1.0	1.0	0.0					
C84	Health Care Program Mgr I	1.0	1.0	1.0	0.0					
D08	Supv Health Services Rep II	3.0	3.0	3.0	0.0					
D1E	Sr Health Services Rep	56.5	56.5	50.5	-6.0					
D44	Supv Patient Business Sv Clk	1.0	1.0	1.0	0.0					
E04	Public Health Community Spec	1.0	1.0	0.0	-1.0					
E32	Public Health Assistant	1.0	1.0	1.0	0.0					
4183	Partners in AIDS Care & Education Fund 0001									
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0					
C87	Q I Coord-SCVMC	1.0	1.0	1.0	0.0					
D1E	Sr Health Services Rep	3.5	3.5	3.5	0.0					
D2E	Health Services Rep	3.0	3.0	3.0	0.0					
E04	Public Health Community Spec	2.0	2.0	2.0	0.0					
H17	Utility Worker	1.0	1.0	1.0	0.0					
H30	Health Center Manager	1.0	1.0	1.0	0.0					
H93	Medical Assistant	1.0	1.0	1.0	0.0					
J27	Health Education Associate	1.0	1.0	1.0	0.0					
P40	Pharmacist Specialist	1.0	1.0	1.0	0.0					
R24	Public Health Nutritionist	1.0	1.0	1.0	0.0					
S75	Clinical Nurse III	1.5	1.5	1.5	0.0					
S7C	Clinical Nurse III - Step C	0.5	0.5	0.5	0.0					
S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0					
W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0					
Y03	Medical Social Worker II	1.0	1.0	1.0	0.0					
Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0					
Y42	Psychiatric Social Worker I	1.0	1.0	1.0	0.0					
4184	TB Refugee Clinic Fund 0001									
D1E	Sr Health Services Rep	2.0	2.0	2.0	0.0					
D2E	Health Services Rep	3.0	3.0	3.0	0.0					
D75	Medical Office Specialist	1.0	1.0	1.0	0.0					
E32	Public Health Assistant	5.0	5.0	5.0	0.0					
J26	Health Education Specialist	1.0	1.0	1.0	0.0					
J68	Health Information Clerk II	1.0	1.0	1.0	0.0					
R74	Medical Laboratory Asst II	0.5	0.5	0.5	0.0					



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		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	2.0	2.0	-2.0				
		S7A	Clinical Nurse III - Step A	0.0	2.0	2.0	2.0				
4185	Community Clinics Fund 0001										
		J27	Health Education Associate	1.0	1.0	1.0	0.0				
<b>Total - Community Health Services</b>				112.0	112.0	105.0	-7.0				
<b>0725</b>	<b>Valley Health Plan</b>										
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				
		J45	Graphic Designer II	0.0	0.0	1.0	1.0				
		W71	Sr Health Care Prog Analyst	1.0	0.0	0.0	-1.0				
072501	Valley Health Plan Group Fund 0380										
		A4D	Valley Health Plan Medical Dir	1.0	0.0	0.0	-1.0				
		A4H	VHP - Chief Executive Officer	1.0	1.0	1.0	0.0				
		A4J	VHP - Chief Financial Officer	1.0	1.0	1.0	0.0				
		A4V	Chief Operations Officer ? VHP	0.0	1.0	1.0	1.0				
		A6A	Sr Financial Analyst	2.0	2.0	2.0	0.0				
		A96	Dir Performance&Outcms Mgmt	1.0	0.0	0.0	-1.0				
		A9G	VHP Chief Medical Officer	0.0	1.0	1.0	1.0				
		B12	Manager, VHP Utilization Management	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	2.0	1.0	1.0	-1.0				
		B1P	Mgmt Analyst	1.0	2.0	2.0	1.0				
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
		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				
		B3N	Program Mgr II	2.0	4.0	7.0	5.0				
		B3P	Program Mgr I	3.0	4.0	4.0	1.0				
		B3V	Sr Mgmt Info Systems Analyst	0.0	1.0	1.0	1.0				
		B3Z	Sr Mgmt Info Systems Analyst-U	1.0	0.0	0.0	-1.0				
		B5X	Health Care Program Analyst II	2.0	1.0	1.0	-1.0				
		B5Y	Health Care Program Analyst I	1.0	3.0	4.0	3.0				
		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	1.0	3.0	3.0	2.0				
		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				
		C02	VHP/Managed Care Compl Officer	0.0	1.0	1.0	1.0				
		C13	Healthcare Serv Bsns Dev Anal	6.0	7.0	7.0	1.0				
		C19	Exec Assistant II	0.0	1.0	1.0	1.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
C29	Exec Assistant I	2.0	2.0	2.0	0.0				
C60	Admin Assistant	2.0	4.0	4.0	2.0				
C82	Sr Health Care Program Mgr	0.0	2.0	2.0	2.0				
C83	Health Care Program Mgr II	0.0	4.0	4.0	4.0				
C87	Q I Coord-SCVMC	2.0	3.0	3.0	1.0				
D09	Office Specialist III	3.0	5.0	10.0	7.0				
D25	VHP Member Services Rep	11.0	11.0	13.0	2.0				
D35	Valley Health Plan Assistant	5.0	7.0	7.0	2.0				
D44	Supv Patient Business Sv Clk	1.0	1.0	1.0	0.0				
D49	Office Specialist II	1.0	1.0	1.0	0.0				
D4M	VHP Claims Examiner	15.0	19.0	22.0	7.0				
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	6.0	6.0	2.0				
P40	Pharmacist Specialist	1.0	1.0	1.0	0.0				
P41	Physician-VMC	2.0	2.0	2.0	0.0				
Q03	Program Mgr I-U	2.0	0.0	0.0	-2.0				
Q3E	Sr Health Care Prog Analyst-U	2.0	0.0	0.0	-2.0				
R2S	Pharmacy Data Specialist ? VHP	1.0	1.0	2.0	1.0				
R56	Supv Pharmacist	1.0	1.0	1.0	0.0				
S07	Q I Mgr-Ambulatory CHS	1.0	1.0	1.0	0.0				
S10	Utilization Review Supv	1.0	2.0	2.0	1.0				
S12	Utilization Review Coordinator	2.0	2.0	2.0	0.0				
S19	Utilization Review Coord-VHP	11.0	11.0	12.0	1.0				
V10	Assistant Claims Manager	1.0	1.0	2.0	1.0				
W71	Sr Health Care Prog Analyst	8.0	8.0	8.0	0.0				
X15	Exec Assistant II-ACE	1.0	0.0	0.0	-1.0				
Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
Z1E	Assistant Claims Manager-U	1.0	0.0	0.0	-1.0				
Z1F	Health Care Financial Manager-U	1.0	0.0	0.0	-1.0				
Z1J	Provider Relations Specialist-U	2.0	0.0	0.0	-2.0				
Z1K	Mgr, VHP Utilization Mgmt-U	1.0	0.0	0.0	-1.0				
Z1M	Valley Health Plan Assistant-U	2.0	0.0	0.0	-2.0				
Z1N	VHP Claims Examiner-U	2.0	0.0	0.0	-2.0				
Z44	Supv Patient Business Sv Clk-U	1.0	0.0	0.0	-1.0				
<b>Total - Valley Health Plan</b>		<b>138.0</b>	<b>152.0</b>	<b>170.0</b>	<b>32.0</b>				
<b>0921</b>	<b>Santa Clara Valley Medical Center</b>								
092106	SCVMC Operations Fund 0060								
A14	Dir of Nursing Services	1.0	1.0	1.0	0.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		A15	Chief Financial Ofc SCVH & HS	1.0	1.0	1.0	0.0				
		A1D	Patient Quality & Safety Med Dir	1.0	1.0	1.0	0.0				
		A1E	SCVMC-Chief Exec Officer	1.0	1.0	1.0	0.0				
		A1H	Amb & Comm Health Med Dir	1.0	1.0	1.0	0.0				
		A1U	Dir, Primary & Comm Hlth Servs	1.0	1.0	1.0	0.0				
		A1Y	Chief Medical Info Officer	1.0	1.0	1.0	0.0				
		A2G	Director, Contracts - SCVHHS	1.0	1.0	1.0	0.0				
		A2T	Director of Patient Panels & Access	1.0	1.0	1.0	0.0				
		A36	Dir Ambulatory Comm Hlth Srv	1.0	1.0	1.0	0.0				
		A3C	Dir, Gvt, Pr & Spec Projects	1.0	1.0	1.0	0.0				
		A3T	Ethics & Compliance Officer	1.0	1.0	1.0	0.0				
		A4A	Chief Medical Officer	1.0	1.0	1.0	0.0				
		A4B	Hospital Medical Director	1.0	1.0	1.0	0.0				
		A4E	Chief Dentist	1.0	1.0	1.0	0.0				
		A4F	Dir, Fin Planning & Performance	1.0	1.0	1.0	0.0				
		A4G	SCVMC - Chief Operating Officer	1.0	1.0	1.0	0.0				
		A4K	Chief Imp and Innovation Officer	1.0	1.0	1.0	0.0				
		A4L	Director, Advanced Practice	1.0	1.0	1.0	0.0				
		A4M	Perioperative Services Med Dir	1.0	1.0	1.0	0.0				
		A4N	Utilization & Valuation Med Dir	1.0	1.0	1.0	0.0				
		A4P	Medicine Residency Prog Dir	1.0	1.0	1.0	0.0				
		A4Q	Specialty Care Medical Dir	1.0	1.0	1.0	0.0				
		A4U	SCVMC-Dir of Quality and Safety	0.0	1.0	1.0	1.0				
		A4X	Women?s & Children?s Hlth Med Dir	0.0	1.0	1.0	1.0				
		A5C	Dir, Clinical & Support Svcs	1.0	1.0	1.0	0.0				
		A5F	Director, Analytics and Reporting	0.0	1.0	1.0	1.0				
		A88	Director of Marketing SCVMC	0.0	1.0	1.0	1.0				
		A96	Dir Performance&Outcms Mgmt	1.0	0.0	0.0	-1.0				
		A9M	Director of Materials Management	0.0	1.0	1.0	1.0				
		B01	Health Planning Spec III	1.0	1.0	1.0	0.0				
		B03	Media Specialist Coordinator	1.0	1.0	1.0	0.0				
		B19	Health Program Spec	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	9.0	7.0	7.0	-2.0				
		B1P	Mgmt Analyst	5.0	6.0	6.0	1.0				
		B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0				
		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	2.0	2.0	0.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
B3B	Clinical Admin Suppt Offcr II	2.0	2.0	2.0		0.0
B3C	Clinical Admin Suppt Offcr III	3.0	3.0	3.0		0.0
B3E	Media Specialist/Coord-CEMA	1.0	1.0	1.0		0.0
B3G	Dir Patient Access	1.0	1.0	1.0		0.0
B3N	Program Mgr II	7.0	7.0	7.0		0.0
B3V	Sr Mgmt Info Systems Analyst	26.0	24.0	24.0		-2.0
B4A	Clinical Admin Services Mgr	1.0	1.0	1.0		0.0
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	2.0	2.0	2.0		0.0
B5C	Dir of Patient Business SRVC	0.0	1.0	1.0		1.0
B5D	Dir, Licensing and Reg Affairs	0.0	1.0	1.0		1.0
B5E	Health Care Service Line Director	0.0	1.0	1.0		1.0
B5X	Health Care Program Analyst II	11.0	13.0	13.0		2.0
B5Y	Health Care Program Analyst I	7.0	7.0	7.0		0.0
B5Z	Health Care Prog Analyst Assoc	2.0	1.0	1.0		-1.0
B68	Dir of Resource Management	1.0	0.0	0.0		-1.0
B70	Dir of Research-Public Health	1.0	0.0	0.0		-1.0
B76	Sr Accountant	4.0	4.0	4.0		0.0
B77	Accountant III	5.0	4.0	4.0		-1.0
B78	Accountant II	3.0	1.0	1.0		-2.0
B7P	Public Communications Prg Mgr	1.0	1.0	1.0		0.0
B7R	Cancer Care Program Coord	1.0	1.0	0.0		-1.0
B80	Accountant Auditor Appraiser	4.0	6.0	6.0		2.0
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0		0.0
B9C	Health Care Fin Analyst Assoc	0.0	4.0	4.0		4.0
B9D	Health Care Fin Analyst I	2.0	2.0	2.0		0.0
B9E	Health Care Fin Analyst II	9.0	7.0	7.0		-2.0
B9F	Sr Health Care Fin Analyst	19.0	17.0	18.0		-1.0
B9Q	Health Care Financial Manager	2.0	2.0	2.0		0.0
B9R	Health Care Compliance Analyst	0.0	5.0	5.0		5.0
B9S	Professional Coding Analyst	0.0	6.0	6.0		6.0
C01	Medical Translator Coord	1.0	1.0	1.0		0.0
C04	SCVHHS Controller	1.0	1.0	1.0		0.0
C05	Dir General Fund Financial Srv	1.0	1.0	1.0		0.0
C0A	SCVHHS Assistant Controller	2.0	2.0	2.0		0.0
C10	Revenue Cycle Director	1.0	1.0	1.0		0.0
C13	Healthcare Serv Bsns Dev Anal	6.0	6.0	6.0		0.0
C14	Health & Hosp Sys Info Sv Dir	1.0	1.0	1.0		0.0
C19	Exec Assistant II	2.0	2.0	2.0		0.0
C23	Prevention Program Analyst II	1.0	0.0	0.0		-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



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						C2D	Clinical Research Associate	1.5	1.0	1.0	-0.5
						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	5.0	5.0	-10.0
						C59	Ambulatory Service Mgr	4.0	4.0	4.0	0.0
						C5C	Dir Care, Cont, Perf, An & Spt	1.0	1.0	1.0	0.0
						C60	Admin Assistant	38.3	40.3	40.3	2.0
						C67	Asst Dir Patient Business Svcs	1.0	0.0	0.0	-1.0
						C82	Sr Health Care Program Mgr	5.0	5.0	5.0	0.0
						C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0
						C84	Health Care Program Mgr I	2.0	3.0	3.0	1.0
						C87	Q I Coord-SCVMC	14.5	17.0	19.0	4.5
						C91	Accounts Payable Mgr HL Hos Sy	1.0	0.0	0.0	-1.0
						C94	Mgr Of Volunteer Services	1.0	1.0	1.0	0.0
						D02	Medical Unit Clerk	69.8	68.3	68.3	-1.5
						D04	Tumor Registrar	0.5	0.0	0.0	-0.5
						D08	Supv Health Services Rep II	7.0	7.0	7.0	0.0
						D09	Office Specialist III	25.9	26.1	26.1	0.2
						D10	Supv Health Services Rep I	0.0	1.0	1.0	1.0
						D1E	Sr Health Services Rep	98.0	104.5	107.5	9.5
						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	293.5	304.5	309.5	16.0
						D3A	Resources Scheduling Rep	7.0	7.0	7.0	0.0
						D44	Supv Patient Business Sv Clk	12.0	12.0	12.0	0.0
						D45	Sr Patient Business Svcs Clk	19.0	19.0	19.0	0.0
						D48	Patient Business Serv Clerk	94.5	96.5	96.5	2.0
						D49	Office Specialist II	7.0	5.0	5.0	-2.0
						D50	Medical Translator	26.0	28.0	30.5	4.5
						D51	Office Specialist I	8.5	7.5	7.5	-1.0
						D56	Supv, Hlth Info Mgmt Svcs	2.0	2.0	2.0	0.0
						D75	Medical Office Specialist	3.0	3.0	3.0	0.0
						D76	Medical Admin Assistant II	27.5	27.5	27.5	0.0
						D79	Medical Admin Assistant I	18.0	18.0	18.0	0.0
						D87	Medical Transcriptionist	4.0	3.5	3.5	-0.5
						D8C	Medical Admin Asst II - ACE	2.0	2.0	2.0	0.0
						D94	Supv Account Clerk II	3.0	3.0	3.0	0.0
						D95	Supv Account Clerk I	2.0	2.0	2.0	0.0
						D96	Accountant Assistant	11.0	11.0	11.0	0.0
						D97	Account Clerk II	26.5	30.0	30.0	3.5
						D98	Account Clerk I	2.0	1.0	1.0	-1.0
						E04	Public Health Community Spec	2.0	2.0	2.0	0.0
						E07	Community Worker	2.0	2.0	4.0	2.0
						E20	Telecommunications Srv Spc	2.0	2.0	2.0	0.0



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
E28	Messenger Driver	5.5	5.5	5.0	-0.5	
E2A	Psychiatric Nurse II - Step A	2.0	1.0	1.0	-1.0	
E2B	Psychiatric Nurse II - Step B	4.0	1.0	1.0	-3.0	
E2C	Psychiatric Nurse III- Step C	2.0	4.0	4.0	2.0	
E2D	Telecomm/Facilities Mgr-SCVHHS	1.0	1.0	1.0	0.0	
E32	Public Health Assistant	7.0	7.0	7.0	0.0	
E40	Library Assistant II	0.5	0.5	0.5	0.0	
E60	Mobile Outreach Driver	3.0	3.0	5.0	2.0	
F14	Legal Clerk	3.5	3.5	3.5	0.0	
F68	Enterprise ITPS Manager	0.0	1.0	1.0	1.0	
F86	Mgmt Info Systems Analyst II	5.0	6.0	6.0	1.0	
F89	Mgmt Info Systems Analyst I	0.5	1.5	1.5	1.0	
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
G12	Information Systems Mgr II	13.0	10.0	10.0	-3.0	
G14	Information Systems Mgr I	19.0	20.0	20.0	1.0	
G1B	Valley Connection Svc Cnt Mgr	1.0	1.0	1.0	0.0	
G28	Info Systems Analyst II	32.0	33.0	33.0	1.0	
G29	Info Systems Analyst I	5.0	5.0	5.0	0.0	
G38	Info Systems Tech III	5.0	5.0	5.0	0.0	
G3A	Sr Info Technology Project Mgr	2.0	4.0	4.0	2.0	
G49	IT Planner/Architect	1.0	1.0	1.0	0.0	
G4L	Departmental Network Engineer	6.0	6.0	6.0	0.0	
G4N	Web Designer	1.0	1.0	1.0	0.0	
G50	Info Systems Tech II	26.0	28.0	28.0	2.0	
G51	Info Systems Tech I	2.0	1.0	1.0	-1.0	
G52	Hospital Communications Opr	11.5	11.5	11.5	0.0	
G65	Mgmt Info Svcs Project Mgr	2.0	1.0	1.0	-1.0	
G66	Operating Room Storekeeper	6.8	6.8	6.8	0.0	
G68	Mgmt Info Svcs Mgr II	9.0	5.0	5.0	-4.0	
G69	Mgmt Info Svcs Mgr I	2.0	2.0	2.0	0.0	
G6M	Mgmt Info Svcs Mgr III	3.0	3.0	3.0	0.0	
G6S	Systems Software Engineer I	10.0	13.0	13.0	3.0	
G6T	Systems Software Engineer II	5.0	2.0	2.0	-3.0	
G81	Storekeeper	6.0	9.0	9.0	3.0	
G82	Stock Clerk	27.9	29.9	31.9	4.0	
G84	Central Supply Distribtn Supv	6.0	6.0	7.0	1.0	
H12	Janitor Supervisor	9.0	10.0	11.0	2.0	
H17	Utility Worker	3.0	3.0	3.0	0.0	
H18	Janitor	219.6	226.6	226.6	7.0	
H30	Health Center Manager	14.0	14.0	14.0	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	6.0	6.0	7.0	1.0	
H60	Cook I	3.0	3.0	3.0	0.0	
H64	Dietetic Assistant	3.5	6.5	6.5	3.0	



**Santa Clara Valley Health and Hospital System (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		H66	Food Service Worker II	7.0	7.0	7.0	0.0				
		H67	Food Service Worker I	30.0	27.0	27.0	-3.0				
		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	147.2	141.7	141.7	-5.5				
		J04	Coder III - Inpatient	6.0	6.0	6.0	0.0				
		J05	Coder II	6.0	8.5	8.5	2.5				
		J06	Coder I	2.0	0.0	0.0	-2.0				
		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 & HIMIS	1.0	1.0	1.0	0.0				
		J1A	Epic Application Coordinator	26.0	30.0	30.0	4.0				
		J1B	Epic Instructional Designer	11.0	12.0	12.0	1.0				
		J1C	Epic Interface Analyst II	5.0	5.0	5.0	0.0				
		J1E	Epic Report Writer II	5.0	6.0	10.0	5.0				
		J1G	Epic Senior Application Coordinator	22.0	28.0	28.0	6.0				
		J1I	Epic Senior Interface Analyst	1.0	2.0	2.0	1.0				
		J1J	Epic Senior Report Writer	7.0	6.0	6.0	-1.0				
		J1K	Instructional Design Manager, SCVHHS	1.0	1.0	1.0	0.0				
		J1L	Epic Server Systems Engineer I	2.0	2.0	2.0	0.0				
		J1M	Epic Server Systems Engineer II	3.0	3.0	3.0	0.0				
		J1N	Epic Sr Server Systems Engineer	4.0	4.0	4.0	0.0				
		J1Q	Epic Application Builder II	2.0	3.0	3.0	1.0				
		J1S	Epic Pharmacy Informaticist	6.0	7.0	7.0	1.0				
		J1T	Meaningful Use Program Manager	1.0	1.0	1.0	0.0				
		J1U	Epic Application Manager	0.0	4.0	4.0	4.0				
		J23	Sr Epidemiologist	1.0	1.0	1.0	0.0				
		J25	Epidemiologist II	1.0	1.0	1.0	0.0				
		J26	Health Education Specialist	3.0	3.0	3.0	0.0				
		J27	Health Education Associate	1.0	1.0	1.0	0.0				
		J33	Sterile Processing Manager	1.0	1.0	1.0	0.0				
		J67	Health Information Clerk III	26.0	27.5	27.5	1.5				
		J68	Health Information Clerk II	27.5	28.5	28.5	1.0				
		J69	Health Information Clerk I	0.5	0.0	0.0	-0.5				
		J70	Medical Librarian	1.0	1.0	1.0	0.0				
		J75	Asst Dir, Hlth Info Mgmt Svcs	2.0	2.0	2.0	0.0				
		J77	Health Information Tech II	8.0	10.0	10.0	2.0				
		J78	Health Information Tech I	4.0	4.0	4.0	0.0				
		K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0				
		K03	Biomedical Equipment Tech II	5.0	7.0	7.0	2.0				
		K06	Biomedical Equipment Tech I	4.0	2.0	2.0	-2.0				
		K09	Biomedical Equipment Supervisor	1.0	1.0	1.0	0.0				
		K13	Assoc Telecommunications Tech	1.0	0.0	0.0	-1.0				





## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved	
		K16	Telecommunications Engineer	1.0	1.0	1.0	1.0	1.0	0.0	
		K18	Sr Telecommunications Tech	1.0	1.0	1.0	1.0	1.0	0.0	
		K19	Medical Equipment Repairer	3.0	3.0	3.0	3.0	3.0	0.0	
		K79	GIS Technician II	1.0	1.0	1.0	1.0	1.0	0.0	
		K94	Electronic Repair Technician	5.0	6.0	7.0	6.0	7.0	2.0	
		L34	Sr Facilities Engineer	1.0	1.0	1.0	1.0	1.0	0.0	
		L35	Telecommunications Technician	5.0	5.0	5.0	5.0	5.0	0.0	
		L67	Capital Projects Mgr III	4.0	3.0	3.0	3.0	3.0	-1.0	
		L68	Capital Projects Mgr II	1.0	2.0	2.0	2.0	2.0	1.0	
		M10	Work Center Manager	1.0	1.0	2.0	1.0	2.0	1.0	
		M43	Project Control Specialist	1.0	1.0	1.0	1.0	1.0	0.0	
		M47	General Maint Mechanic II	13.0	14.0	14.0	14.0	14.0	1.0	
		M51	Carpenter	4.0	4.0	4.0	4.0	4.0	0.0	
		M55	Sr Carpenter	1.0	1.0	1.0	1.0	1.0	0.0	
		M59	Electrician	3.0	3.0	3.0	3.0	3.0	0.0	
		M63	Sr Electrician	1.0	1.0	1.0	1.0	1.0	0.0	
		M64	Sr Painter	1.0	1.0	1.0	1.0	1.0	0.0	
		M65	Elevator Mechanic	1.0	1.0	1.0	1.0	1.0	0.0	
		M68	Painter	3.0	2.0	2.0	2.0	2.0	-1.0	
		M75	Plumber	2.0	2.0	2.0	2.0	2.0	0.0	
		M81	HVAC/R Mechanic	3.0	4.0	4.0	4.0	4.0	1.0	
		M83	Locksmith	1.0	1.0	1.0	1.0	1.0	0.0	
		M90	Sr Plumber	1.0	1.0	1.0	1.0	1.0	0.0	
		M92	Sr HVAC/R Mechanic	1.0	1.0	1.0	1.0	1.0	0.0	
		N23	Dir of Facilities SCVHHS	1.0	1.0	1.0	1.0	1.0	0.0	
		N54	Dir of Nursing Prof Practice	1.0	1.0	1.0	1.0	1.0	0.0	
		N56	Dir Valley Speciality Center	1.0	1.0	1.0	1.0	1.0	0.0	
		N5A	Director of Care Management	1.0	1.0	1.0	1.0	1.0	0.0	
		N95	Sr Hospital Stationary Enginr	3.0	3.0	3.0	3.0	3.0	0.0	
		N96	Hospital Stationary Engineer	10.0	10.0	10.0	10.0	10.0	0.0	
		N9A	Institutional Review Board Administrator	1.0	1.0	1.0	1.0	1.0	0.0	
		P34	Post Graduate Year V	7.0	7.0	7.0	7.0	7.0	0.0	
		P35	Post Graduate Year IV	8.0	8.0	8.0	8.0	8.0	0.0	
		P36	Post Graduate Year III	24.0	27.0	27.0	27.0	27.0	3.0	
		P37	Post Graduate Year II	27.0	22.0	22.0	22.0	22.0	-5.0	
		P39	Post Graduate Year I	47.0	49.0	49.0	49.0	49.0	2.0	
		P40	Pharmacist Specialist	14.1	20.6	20.6	20.6	20.6	6.5	
		P41	Physician-VMC	349.4	371.9	379.9	371.9	379.9	30.5	
		P47	Optometrist	3.0	4.0	4.0	4.0	4.0	1.0	
		P48	Ophthalmic Technician	1.8	1.8	1.8	1.8	1.8	0.0	
		P55	Psychiatrist	44.0	57.0	57.0	57.0	57.0	13.0	
		P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	1.0	1.0	0.0	
		P67	Rehabilitation Counselor	0.5	0.5	0.5	0.5	0.5	0.0	
		P71	Operating Room Clerk	7.5	7.5	7.5	7.5	7.5	0.0	
		P76	Registered Dental Assistant	17.0	17.0	17.0	17.0	17.0	0.0	



**Santa Clara Valley Health and Hospital System (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		P7B	Dir of Research & Outcome Measure	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
		P81	Pharmacist Tech Sys Spec	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		P82	Operating Room Aide	15.3	15.3	15.3	15.3	15.3	15.3	15.3	0.0
		P84	Obstetric Technician	5.3	5.3	5.3	5.3	5.3	5.3	5.3	0.0
		P85	Clinical Audiologist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		P95	Attending Psychologist	2.6	2.6	2.6	2.6	3.6	3.6	3.6	1.0
		P9A	Hospital Clinical Psych	6.3	6.3	6.3	6.3	6.8	6.8	6.8	0.5
		Q07	Program Mgr II-U	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		Q2K	Supv Account Clerk II-U	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0
		Q98	Dentist-U	11.9	11.9	11.9	11.9	12.9	12.9	12.9	1.0
		R06	Dir Nutrition & Food Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R10	Physical Therapist III	9.0	9.0	9.0	9.0	9.0	9.0	9.0	0.0
		R11	Physical Therapist II	35.3	30.8	30.8	30.8	30.8	30.8	30.8	-4.5
		R12	Occupational Therapist III	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0
		R13	Psychosocial Occ Therapist	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		R15	Respiratory Care Prac I	7.4	2.4	2.4	2.4	2.4	2.4	2.4	-5.0
		R17	Supv Respiratory Care Practnr	3.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0
		R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R1A	Occupational Therapist II	16.6	15.6	15.6	15.6	19.6	19.6	19.6	3.0
		R1C	Recreation Therapist III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R1D	Recreation Therapist II	2.8	2.8	2.8	2.8	3.8	3.8	3.8	1.0
		R1E	Sr Clinical Lab Scientist II	10.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0
		R1F	Sr Clinical Lab Scientist I	57.0	64.5	64.5	64.5	64.5	64.5	64.5	7.5
		R1G	Asst Supv Clin Lab Scientist	7.0	7.0	7.0	7.0	7.0	7.0	7.0	0.0
		R1L	Speech Language Pathologist I	2.0	3.0	3.0	3.0	3.0	3.0	3.0	1.0
		R1P	Physical Therapist I	6.0	10.0	10.0	10.0	14.0	14.0	14.0	8.0
		R1R	Recreation Therapist I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R1S	Respiratory Care Prac II	44.0	49.0	49.0	49.0	51.0	51.0	51.0	7.0
		R1T	Occupational Therapist I	5.0	6.0	6.0	6.0	6.0	6.0	6.0	1.0
		R21	Clinical Dietitian I	5.5	7.5	7.5	7.5	7.5	7.5	7.5	2.0
		R25	Dir of Pharmacy Svcs SCVHHS	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R26	Asst Dir of Pharmacy Services	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		R27	Pharmacist	106.1	107.6	107.6	107.6	106.5	106.5	106.5	0.4
		R29	Pharmacy Technician	135.1	142.1	142.1	142.1	142.1	142.1	142.1	7.0
		R2C	Occupational Therapy Asst II	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
		R2I	Pharmacy Assistant	4.0	10.0	10.0	10.0	10.0	10.0	10.0	6.0
		R2L	Clinical Dietitian II	15.8	15.8	15.8	15.8	16.8	16.8	16.8	1.0
		R2N	Clinical Nutrition Svcs Mgr	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R30	Diagnostic Imaging Info Sys Mgr	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R31	Therapy Services Program Mgr	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0
		R32	Radiation Therapist	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0
		R33	Dir of Therapy Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
		R37	Speech Language Path III	1.6	1.6	1.6	1.6	2.6	2.6	2.6	1.0
		R38	Speech Language Path II	7.5	6.5	6.5	6.5	8.5	8.5	8.5	1.0
		R39	Sr Diagnostic Img Info Sys Spc	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
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	10.0	11.0	12.0	2.0				
R57	Cytotechnologist	2.5	0.5	0.5	-2.0				
R58	Sr Cytotechnologist	0.0	1.0	1.0	1.0				
R59	Supv Clinical Lab Scientist	10.0	10.0	7.0	-3.0				
R62	Clinical Laboratory Scientist	16.5	11.0	11.0	-5.5				
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0				
R64	Physical Therapist Asst II	9.8	8.8	8.8	-1.0				
R65	Sr Histologic Technician	3.0	4.0	4.0	1.0				
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0	0.0				
R69	Physical Therapist Asst I	0.0	1.0	1.0	1.0				
R6A	MRI Technologist - Angio	2.0	1.0	1.0	-1.0				
R6C	MRI Technologist - CT	6.0	7.0	7.0	1.0				
R70	Sr Hospital Clin Psychologist	1.0	1.0	1.0	0.0				
R71	Dialysis Technician	22.0	23.0	24.0	2.0				
R74	Medical Laboratory Asst II	69.0	80.5	84.5	15.5				
R75	Medical Laboratory Assistant I	10.0	1.0	1.0	-9.0				
R78	Anesthesia Technician	6.0	6.0	6.0	0.0				
R7B	Diagnostic Imaging Info SS II	1.0	1.0	1.0	0.0				
R7F	Medical Laboratory Asst III	5.0	8.0	8.0	3.0				
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	0.5	0.0	0.0	-0.5				
R88	Diagnostic Imaging Tech II	1.0	6.0	6.0	5.0				
R8B	Diag Imaging Tech II-CT	6.6	6.6	6.6	0.0				
R8C	Diag Imaging Tech I-Fluoroscopy	26.0	29.0	29.0	3.0				
R8D	Diag Imaging Tech I -Mammo	11.0	10.0	10.0	-1.0				
R8E	Diag Imaging Tech I-CT	15.0	14.0	14.0	-1.0				
R8F	Diag Imaging Tech I-CT & Mammo	1.0	1.0	1.0	0.0				
R8G	Diag Imaging Tech I-Clin Instr	3.0	2.5	2.5	-0.5				
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	4.0	4.0	4.0	0.0				
S06	Central Supply Tech II	25.0	25.0	25.0	0.0				
S07	Q I Mgr-Ambulatory CHS	1.0	1.0	1.0	0.0				
S11	Assistant Nurse Manager	47.0	46.0	46.0	-1.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title	Approved	Adjusted	Recommended			
S12 Utilization Review Coordinator	19.8	19.8	19.8	0.0		
S18 Patient Services Case Coord	26.9	26.9	31.9	5.0		
S1L Q I Mgr - Acute Psych Svcs -LG	1.0	0.0	0.0	-1.0		
S1V Cert Reg Nrs Anesthetist	4.0	4.0	4.0	0.0		
S23 Operating Room Technician	20.2	20.2	20.2	0.0		
S27 Mgr of Supply Proc, Proc Dist	3.0	3.0	3.0	0.0		
S2A Assistant Nurse Manager Step A	9.0	10.0	10.0	1.0		
S2B Assistant Nurse Manager Step B	9.0	8.0	8.0	-1.0		
S2C Assistant Nurse Manager Step C	20.0	23.0	23.0	3.0		
S2D Surgery Scheduler	0.0	9.0	9.0	9.0		
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	6.1	4.5	4.5	-1.6		
S38 Staff Developer	9.8	10.8	10.8	1.0		
S39 Nurse Coordinator	33.5	36.2	36.7	3.2		
S3A Nurse Coordinator - Step A	3.0	2.5	2.5	-0.5		
S3B Nurse Coordinator - Step B	8.0	8.5	8.5	0.5		
S3C Nurse Coordinator - Step C	4.3	4.3	4.3	0.0		
S3D Dir Cr Cr Emer & Perio Nrs	1.0	1.0	1.0	0.0		
S3M Monitor Technician	11.0	11.0	11.0	0.0		
S42 Nrs Mgr Critical Care	4.0	4.0	4.0	0.0		
S43 Nrs Mgr Burn Center	1.0	1.0	1.0	0.0		
S46 Physician Asst Primary Care	20.4	20.4	20.4	0.0		
S4A Clinical Nurse Specialist St A	0.0	1.0	1.0	1.0		
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	72.0	74.0	73.0	1.0		
S59 Nurse Practitioner	58.9	66.9	70.9	12.0		
S5A Staff Developer - Step A	2.0	1.0	1.0	-1.0		
S5B Staff Developer - Step B	1.0	2.0	2.0	1.0		
S5C Staff Developer - Step C	3.1	3.1	3.1	0.0		
S62 Nrs Mgr Rehabilitation	2.0	2.0	2.0	0.0		
S63 Nrs Mgr Medical Surgical Nrsin	3.0	3.0	3.0	0.0		
S64 Nrs Mgr Mother Infant Cr Ctr	1.0	1.0	1.0	0.0		
S65 Nrs Mgr Labr Del Pernal Evi 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	4.0	4.0	4.0	0.0		
S69 Q I Mgr - Inpatient Nursing	1.0	1.0	1.0	0.0		
S6B Ultrasonographer I - B	6.0	6.0	6.0	0.0		
S6C Ultrasonographer I - C	2.0	2.0	2.0	0.0		
S71 Trauma Program Coord	1.0	1.0	1.0	0.0		
S72 Q I Mgr - Acute Psych Svcs	0.0	1.0	1.0	1.0		



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2016	
Cost Center Number and Name		FY 2016 Positions		FY 2017	Approved	
Job Class Code and Title	Approved	Adjusted	Recommended	Approved	Approved	
S75 Clinical Nurse III	704.9	634.6	678.6	-26.3		
S76 Clinical Nurse II	99.6	138.2	138.2	38.6		
S7A Clinical Nurse III - Step A	51.8	88.4	88.4	36.6		
S7B Clinical Nurse III - Step B	42.8	37.5	37.5	-5.3		
S7C Clinical Nurse III - Step C	48.8	53.7	53.7	4.9		
S80 Admin Nurse II	11.2	11.2	13.3	2.1		
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	141.9	171.9	184.9	43.0		
S87 Psychiatric Technician II	16.0	15.0	13.0	-3.0		
S89 Clinical Nurse I	43.7	63.2	63.2	19.5		
S90 Dir Nursing Acute Psych Svcs	1.0	1.0	1.0	0.0		
S91 Emergency Room Tech	21.1	21.1	21.1	0.0		
S93 Hospital Services Asst II	177.9	188.9	189.9	12.0		
S95 Hospital Services Asst I	16.0	14.0	14.0	-2.0		
S9B Ultrasonographer II - B	5.8	11.8	11.8	6.0		
S9C Ultrasonographer II - C	4.0	3.0	3.0	-1.0		
S9D Ultrasonographer II - D	10.8	8.8	8.8	-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	71.5	71.5	71.0	-0.5		
S9T Patient Transporter	25.0	27.0	27.0	2.0		
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		
U98 Protective Services Officer	43.5	46.5	46.5	3.0		
U9D Supv Protective Svcs Officer	7.0	7.0	6.0	-1.0		
V5F Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0		



**Santa Clara Valley Health and Hospital System (Continued)**

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
						W67	Graduate Intern Pharmacist-U	7.0	7.0	10.0	3.0
						W71	Sr Health Care Prog Analyst	12.0	12.0	12.0	0.0
						X09	Sr Office Specialist	6.3	6.1	6.1	-0.2
						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
						Y02	Manager of Medical Social Services	0.0	2.0	2.0	2.0
						Y03	Medical Social Worker II	31.1	34.1	35.1	4.0
						Y04	Medical Social Worker I	6.0	4.0	7.0	1.0
						Y09	Genetic Counselor II	3.0	3.0	3.0	0.0
						Y0A	Nurse Practitioner - Step A	2.0	2.0	2.0	0.0
						Y0B	Nurse Practitioner - Step B	1.0	1.0	1.0	0.0
						Y0C	Nurse Practitioner - Step C	2.6	1.6	1.6	-1.0
						Y1A	Cert Reg Nrs Anesthetist Stp A	1.0	1.0	1.0	0.0
						Y41	Psychiatric Social Worker II	19.5	21.5	21.5	2.0
						Z1B	Accounting Manager-SCVHHS	6.0	8.0	8.0	2.0
						Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	1.0	0.0
<b>Total - Santa Clara Valley Medical Center</b>								5,561.9	5,789.0	5,915.5	353.6
<b>Total - Santa Clara Valley Health and Hospital System</b>								7,123.9	7,421.3	7,566.7	442.8



## Housing, Land Use, Environment and Transportation

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount
								Approved	Recommended	Change
								Adjusted		from 2016
									Approved	Approved
<b>Environmental Resource Departments</b>										
<b>0260</b>	<b>Department of Planning and Development</b>									
026001	Planning & Development Fund 0001									
	A1B	Dir Dept of Planning & Develop		1.0	1.0	1.0	0.0			
	A2D	Building Official		1.0	1.0	1.0	0.0			
	A2F	Planning Manager		1.0	1.0	1.0	0.0			
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0			
	B2J	Admin Services Mgr II		1.0	1.0	1.0	0.0			
	B2P	Admin Support Officer Ii		1.0	1.0	1.0	0.0			
	B76	Sr Accountant		1.0	1.0	1.0	0.0			
	B77	Accountant III		1.0	1.0	1.0	0.0			
	C29	Exec Assistant I		1.0	1.0	1.0	0.0			
	C5B	Code Enforcement Prg Mgr		1.0	1.0	1.0	0.0			
	D09	Office Specialist III		6.5	7.0	7.0	0.5			
	D55	Board Clerk I		1.0	1.0	1.0	0.0			
	D97	Account Clerk II		1.0	1.0	1.0	0.0			
	K66	Field Survey Technician II		1.0	1.0	1.0	0.0			
	K79	GIS Technician II		2.0	2.0	2.0	0.0			
	K7G	GIS Analyst		1.0	1.0	1.0	0.0			
	K81	Engineering Technician III		2.0	2.0	2.0	0.0			
	L08	Sr Plan Check Engineer		2.0	3.0	3.0	1.0			
	L09	Assoc Plan Check Engineer		5.0	7.0	7.0	2.0			
	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	0.0	0.0	-1.0			
	L82	Permit Center Manager		1.0	1.0	1.0	0.0			
	L83	Senior Planner		13.0	14.0	14.0	1.0			
	L84	Associate Planner		1.0	0.0	0.0	-1.0			
	L99	Architectural Plans Examiner		1.0	1.0	1.0	0.0			
	N04	Sr Building Inspector		3.0	3.0	3.0	0.0			
	N06	Building Inspector		9.0	11.0	11.0	2.0			
	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 I		8.0	6.0	6.0	-2.0			
	N35	Permit Technician II		0.0	2.0	2.0	2.0			
	V80	Zoning Investigator		3.0	3.0	3.0	0.0			



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		FY 2016 Positions		FY 2017	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2016
				Approved	Adjusted	Recommended	Approved
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0
<b>Total - Department of Planning and Development</b>				<b>87.0</b>	<b>91.5</b>	<b>90.5</b>	<b>3.5</b>
<b>0710</b>	<b>Parks and Recreation Department</b>						
5803	Martial Cottle Park - Fund 0039						
	B3N	Program Mgr II		1.0	1.0	1.0	0.0
	H17	Utility Worker		1.0	1.0	1.0	0.0
	T09	Park Ranger II		1.0	1.0	1.0	0.0
	T16	Park Maintenance Worker II		2.0	4.0	4.0	2.0
	T2A	Parks Program Coordinator		1.0	1.0	1.0	0.0
	T32	Park Services Attendant		1.0	1.0	2.0	1.0
5851	Volunteer Program Fund 0039						
	B3P	Program Mgr I		1.0	1.0	1.0	0.0
	D09	Office Specialist III		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
	D09	Office Specialist III		1.0	1.0	1.0	0.0
	T2A	Parks Program Coordinator		3.0	3.0	3.0	0.0
	T31	Park Interpreter		5.5	5.5	5.5	0.0
	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
	T24	Parks Natural Resource Planner		1.0	1.0	1.0	0.0
	T35	Parks Natural Resources Pg Sup		1.0	1.0	1.0	0.0
	T36	Parks Natural Resources Tech		2.0	2.0	2.0	0.0
	T3B	Parks Natural Resource Tech-U		1.0	0.0	0.0	-1.0
	T91	Park Natural Resource Mgr Crd		1.0	1.0	1.0	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
	D09	Office Specialist III		1.0	2.0	2.0	1.0
	K79	GIS Technician II		1.0	1.0	1.0	0.0
	K7G	GIS Analyst		1.0	1.0	1.0	0.0
	L76	Principal Planner		1.0	1.0	1.0	0.0
	L83	Senior Planner		3.8	1.0	1.0	-2.8
	L84	Associate Planner		0.0	2.8	2.8	2.8
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	3.0	1.0
	L68	Capital Projects Mgr II		1.0	1.0	1.0	0.0
	N31	Sr Construction Inspector		1.0	1.0	1.0	0.0
071010	Administration Fund 0039						
	A56	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





## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0				
B1P	Mgmt Analyst	5.0	4.0	4.0	-1.0				
B3N	Program Mgr II	1.0	1.0	1.0	0.0				
T23	Parks Outdoor Recreation Coord	1.0	1.0	1.0	0.0				
T46	Envir Hlth Sfty Comp Spc Wsa	1.0	1.0	1.0	0.0				
W1N	Sr Mgmt Analyst-U	1.0	0.0	0.0	-1.0				
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
071011	Customer & Business Svcs Fund 0039								
B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0				
B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0				
B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0				
B76	Sr Accountant	1.0	1.0	1.0	0.0				
B77	Accountant III	1.0	1.0	1.0	0.0				
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
D09	Office Specialist III	5.0	4.0	4.0	-1.0				
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0				
D97	Account Clerk II	4.0	4.0	4.0	0.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
G85	Sr Business Info Tech Consult	1.0	1.0	1.0	0.0				
T22	Parks Training Coord	1.0	1.0	1.0	0.0				
071013	Park Operations Fund 0039								
B6K	Mgr Park Ranger Operations	1.0	1.0	1.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
T08	Sr Park Ranger	9.0	9.0	9.0	0.0				
T09	Park Ranger II	41.0	41.0	39.0	-2.0				
T14	Park Ranger I	1.0	0.0	0.0	-1.0				
T16	Park Maintenance Worker II	1.0	1.0	1.0	0.0				
T29	Park Ranger Supervisor	3.0	3.0	3.0	0.0				
T32	Park Services Attendant	12.0	12.0	12.0	0.0				
T37	Parks Rangemaster II	1.0	1.0	1.0	0.0				
T38	Parks Rangemaster I	3.0	3.0	3.0	0.0				
071014	Park Maintenance Fund 0039								
B6J	Mgr of Park Maintenance Svcs	1.0	1.0	1.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
G81	Storekeeper	1.0	1.0	1.0	0.0				
G82	Stock Clerk	0.5	0.5	0.5	0.0				
H17	Utility Worker	1.0	1.0	1.0	0.0				
M17	Fleet Services Mechanic	1.0	1.0	1.0	0.0				
M18	Fleet Services Asst Mechanic	1.0	1.0	1.0	0.0				
T03	Park Field Support Mgr	1.0	1.0	1.0	0.0				
T13	Park Equipment Operator	3.0	3.0	3.0	0.0				
T16	Park Maintenance Worker II	43.0	41.0	41.0	-2.0				
T1A	Park Maintenance Worker II-U	1.0	0.0	0.0	-1.0				
T27	Sr Park Maintenance Worker	10.0	10.0	10.0	0.0				



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		T2A	Parks Program Coordinator	1.0	1.0	1.0	0.0				
		T30	Park Maintenance Supervisor	4.0	4.0	4.0	0.0				
		T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0				
		T95	Park Maintenance Crafts Worker	4.0	4.0	4.0	0.0				
<b>Total - Parks and Recreation Department</b>				225.8	221.8	221.8	-4.0				

## Agriculture and Environmental Management

### 0262 Agriculture and Environmental Mgmt

1187	Recycling and Waste Reduction Div-F0037	B1N	Sr Mgmt Analyst	2.0	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				
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0				
		B1W	Mgmt Aide	0.0	1.0	1.0	1.0				
1188	Weed Abatement Fund 0031	X70	Weed Abatement Manager	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	2.0	2.0	1.0				
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
		V21	Hazardous Materials Tech	4.0	4.0	4.0	0.0				
		V2B	Sr Hazardous Materials Spec	1.0	1.0	1.0	0.0				
		V52	Hazardous Materials Prgm Mgr	1.0	1.0	1.0	0.0				
5660	Agriculture Fund 0001	K80	GIS Technician I	1.0	1.0	1.0	0.0				
		V03	Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0				
		V05	Agricultural Biologist III	6.0	5.0	5.0	-1.0				
		V06	Agricultural Biologist II	4.0	4.0	4.0	0.0				
		V07	Agricultural Biologist I	2.0	3.0	3.0	1.0				
		V1D	AG Biologist/Canine Handler TR	1.0	1.0	1.0	0.0				
5662	Clean Water Program - Fund 0001	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
		V16	Environmental Hlth Specialist	1.0	0.0	0.0	-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	5.5	6.5	6.5	1.0				
		V28	Weights & Measures Insp II	3.0	1.0	1.0	-2.0				
		V29	Weights & Measures Insp I	1.0	2.0	3.0	2.0				
		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				



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions	FY 2017	Amount
								Approved	Adjusted	Change
								Approved	Recommended	from 2016
								Approved	Adjusted	Approved
5665	Administration Fund 0001									
	A50	Dir, CEPA				1.0	1.0	1.0	0.0	
	A55	Agri Commissioner/SLR				1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst				2.0	1.0	1.0	-1.0	
	B1P	Mgmt Analyst				2.0	3.0	3.0	1.0	
	B2K	Admin Serv Mgr 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	
	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	1.0	1.0	-1.0	
	B80	Accountant Auditor Appraiser				1.0	2.0	3.0	2.0	
	B96	Dept Fiscal Officer				1.0	1.0	1.0	0.0	
	C29	Exec Assistant I				1.0	1.0	1.0	0.0	
	D09	Office Specialist III				12.0	12.0	12.0	0.0	
	D49	Office Specialist II				3.0	3.0	3.0	0.0	
	D96	Accountant Assistant				2.0	3.0	3.0	1.0	
	D97	Account Clerk II				2.0	1.0	1.0	-1.0	
	G11	Information Systems Mgr III				0.0	0.0	1.0	1.0	
	G29	Info Systems Analyst I				0.0	0.0	1.0	1.0	
	V18	Sr Environmental Hlth Spec				1.0	1.0	1.0	0.0	
	V1C	AEM Operations Aide				2.5	2.5	2.5	0.0	
	X09	Sr Office Specialist				8.0	8.0	8.0	0.0	
	X17	Exec Assistant I-ACE				1.0	1.0	1.0	0.0	
5670	Animal Control Fund 0001									
	B6V	Animal Control Program Manager				1.0	1.0	1.0	0.0	
	P8A	Veterinary Assistant				2.0	2.0	2.0	0.0	
	V57	Animal Control Officer				5.0	5.0	5.0	0.0	
	V58	Kennel Attendant				5.5	5.5	5.5	0.0	
	V99	Animal Shelter Supervisor				1.0	1.0	1.0	0.0	
<b>Total - Agriculture and Environmental Mgmt</b>						109.5	109.5	113.5	4.0	
<b>0261</b>	<b>Department of Environmental Health</b>									
1194	DEH - Admin Fund 0030									
	A70	Dir Environmental Hlth Dept				1.0	1.0	1.0	0.0	
	G12	Information Systems Mgr II				1.0	1.0	1.0	0.0	
	G14	Information Systems Mgr I				1.0	1.0	1.0	0.0	
	G28	Info Systems Analyst II				1.0	1.0	1.0	0.0	
	G29	Info Systems Analyst I				1.0	1.0	2.0	1.0	
	G38	Info Systems Tech III				1.0	0.0	0.0	-1.0	
	G50	Info Systems Tech II				0.0	1.0	1.0	1.0	
	N33	Permit Technician I				0.0	0.0	1.0	1.0	
026102	EHS - Planning Fund 0030									
	V08	Dir Div Consmr Protection				1.0	1.0	1.0	0.0	
	V11	Environmental Health Prog Mgr				1.0	1.0	2.0	1.0	



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
								Approved	Adjusted	Recommended	Approved
		V14	Supv Environmental Health Spec	4.0	4.0	4.0	0.0				
		V16	Environmental Hlth Specialist	41.0	38.0	38.0	-3.0				
		V17	Environmental Hlth Spcl Trainee	0.0	3.0	3.0	3.0				
		V18	Sr Environmental Hlth Spec	18.0	19.0	20.0	2.0				
		V2B	Sr Hazardous Materials Spec	1.0	0.0	0.0	-1.0				
026103	Toxics Solid & Haz Materials Fund 0030										
		Q12	Hazardous Materials Tech-U	2.0	0.0	0.0	-2.0				
		V11	Environmental Health Prog Mgr	1.0	1.0	1.0	0.0				
		V16	Environmental Hlth Specialist	3.0	3.0	3.0	0.0				
		V18	Sr Environmental Hlth Spec	3.0	2.0	2.0	-1.0				
		V19	Hazardous Materials Spec II	13.0	12.0	12.0	-1.0				
		V21	Hazardous Materials Tech	2.0	2.0	2.0	0.0				
		V2B	Sr Hazardous Materials Spec	4.0	5.0	5.0	1.0				
		V2C	Hazardous Materials Spec I	0.0	2.0	2.0	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	1.0	1.0	1.0	0.0				
		W1T	Assoc Mgmt Analyst A -U	1.0	0.0	0.0	-1.0				
<b>Total - Department of Environmental Health</b>				<b>104.0</b>	<b>101.0</b>	<b>105.0</b>	<b>1.0</b>				
<b>0411</b>	<b>Vector Control District</b>										
4224	Vector Control Fund 0028										
		G28	Info Systems Analyst II	1.0	1.0	1.0	0.0				
		J27	Health Education Associate	1.0	1.0	1.0	0.0				
		R75	Medical Laboratory Assistant I	1.0	1.0	1.0	0.0				
		X73	Vector Control Ecology Ed Spec	1.0	1.0	1.0	0.0				
		X74	Vector Control Program Mgr	1.0	1.0	1.0	0.0				
		X75	Asst Manager,Vector Cntl Dist	1.0	1.0	1.0	0.0				
		X76	Vector Control Technician III	6.0	6.0	6.0	0.0				
		X77	Vector Control Technician II	15.0	17.0	17.0	2.0				
		X78	Vector Control Technician I	1.0	0.0	0.0	-1.0				
		X79	Vector Control Trainee	3.5	2.5	2.5	-1.0				
		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				
<b>Total - Vector Control District</b>				<b>35.5</b>	<b>35.5</b>	<b>35.5</b>	<b>0.0</b>				
<b>Roads &amp; Airports</b>											
<b>0603</b>	<b>Roads &amp; Airports Department - Roads</b>										
6410	Roads & Airports Admin Fund 0023										
		A1R	Dir Roads & Airports Dept	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B2K	Admin Serv Mgr III	1.0	1.0	1.0	0.0				
		B2Y	Admin Support Officer II-ACE	1.0	1.0	1.0	0.0				



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2016 Positions		FY 2017	Amount Change from 2016
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B76	Sr Accountant	1.0	1.0	1.0	0.0				
B77	Accountant III	3.0	3.0	3.0	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	0.0	0.0	-1.0				
G50	Info Systems Tech II	0.0	1.0	1.0	1.0				
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
060302	Roads & Fleet								
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				
B34	Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0				
B4R	Deputy Dir, Road Maintenance	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
L14	Sr Civil Engineer	1.0	1.0	1.0	0.0				
L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0				
M34	Roads Ops Supt-Pest 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	25.0	34.0	34.0	9.0				
N67	Road Maintenance Worker I	11.0	2.0	2.0	-9.0				
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				
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	2.0	2.0	2.0	0.0				



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2016 Positions		FY 2017	Amount Change from 2016
						Approved	Adjusted	Recommended	Approved		
		D34	Supv Clerk	1.0	1.0	1.0	1.0	1.0	0.0		
		D49	Office Specialist II	1.0	1.0	1.0	1.0	1.0	0.0		
		G88	Electrical Storekeeper	1.0	1.0	1.0	1.0	1.0	0.0		
		K64	Chief of Party	2.0	2.0	2.0	2.0	2.0	0.0		
		K66	Field Survey Technician II	1.0	1.0	1.0	1.0	1.0	0.0		
		K79	GIS Technician II	1.0	1.0	1.0	1.0	1.0	0.0		
		K82	Engineering Technician II	1.0	1.0	1.0	1.0	1.0	0.0		
		K89	Electrical Systems Supervisor	1.0	1.0	1.0	1.0	1.0	0.0		
		K91	Sr Electrical Electronic Tech	11.0	11.0	11.0	11.0	11.0	0.0		
		K92	Electrical Electronic Tech	4.0	0.0	0.0	0.0	0.0	-4.0		
		K93	Electrical Electronic Asst	0.0	4.0	4.0	4.0	4.0	4.0		
		L12	County Transportation Planner	1.0	1.0	1.0	1.0	1.0	0.0		
		L14	Sr Civil Engineer	5.0	6.0	6.0	6.0	6.0	1.0		
		L16	Assoc Civil Engineer	17.0	17.0	17.0	17.0	17.0	0.0		
		L17	Land Surveyor	1.0	1.0	1.0	1.0	1.0	0.0		
		L18	Asst Civil Engineer	6.0	6.0	6.0	6.0	6.0	0.0		
		L19	County Traffic Engineer	1.0	1.0	1.0	1.0	1.0	0.0		
		L20	Junior Civil Engineer	1.0	1.0	1.0	1.0	1.0	0.0		
		L26	Assoc Transportation Planner	1.0	1.0	1.0	1.0	1.0	0.0		
		N25	Materials Testing Supv	1.0	1.0	1.0	1.0	1.0	0.0		
		N26	Manager of Construction	1.0	1.0	1.0	1.0	1.0	0.0		
		N27	Supv Construction Inspector	1.0	1.0	1.0	1.0	1.0	0.0		
		N30	Principal Construction Insp	2.0	2.0	2.0	2.0	2.0	0.0		
		N31	Sr Construction Inspector	12.0	12.0	12.0	12.0	12.0	0.0		
		N33	Permit Technician I	2.0	2.0	2.0	2.0	2.0	0.0		
		N34	Materials Testing Tech II	2.0	2.0	2.0	2.0	2.0	0.0		
		N63	Sign Shop Technician	1.0	1.0	1.0	1.0	1.0	0.0		
		X09	Sr Office Specialist	1.0	1.0	1.0	1.0	1.0	0.0		
<b>Total - Roads &amp; Airports Department - Roads</b>				<b>251.0</b>	<b>252.0</b>	<b>252.0</b>	<b>252.0</b>	<b>252.0</b>	<b>1.0</b>		
<b>0608</b>	<b>Roads &amp; Airports Dept - Airports</b>										
	060805	Airport Operations									
		A2P	Asst Dir Of County Airports	1.0	1.0	1.0	1.0	1.0	0.0		
		B7N	Dir of County Airports	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		
		T86	Airport Business Mgr	1.0	1.0	0.0	0.0	0.0	-1.0		
		T89	Airport Operations Supv	1.0	1.0	1.0	1.0	1.0	0.0		
		T90	Airport Operations Worker	6.0	6.0	6.0	6.0	6.0	0.0		
<b>Total - Roads &amp; Airports Dept - Airports</b>				<b>11.0</b>	<b>11.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>-1.0</b>		
<b>Total - Housing, Land Use, Environment and Transportation</b>				<b>823.8</b>	<b>822.3</b>	<b>828.3</b>	<b>828.3</b>	<b>828.3</b>	<b>4.5</b>		
<b>Total - Position Detail</b>				<b>16,917.1</b>	<b>17,305.9</b>	<b>17,597.2</b>	<b>17,597.2</b>	<b>17,597.2</b>	<b>680.1</b>		



