

# Fiscal Year 2017-2018 Recommended Budget

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The concentrated, dedicated, and coordinated effort of leaders, managers and staff from all County departments and our community partners provides a well-informed budget for consideration by the Board of Supervisors.

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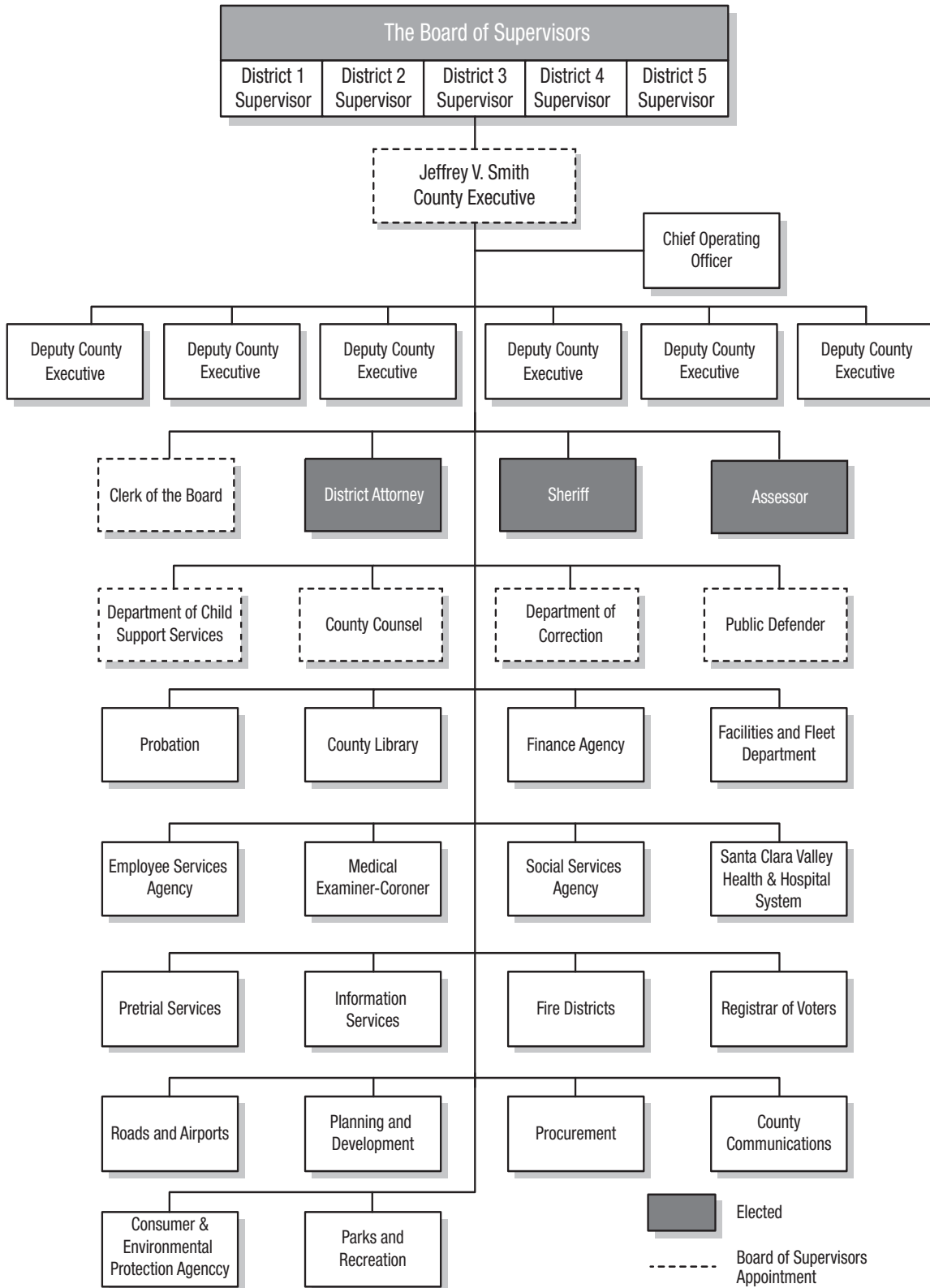
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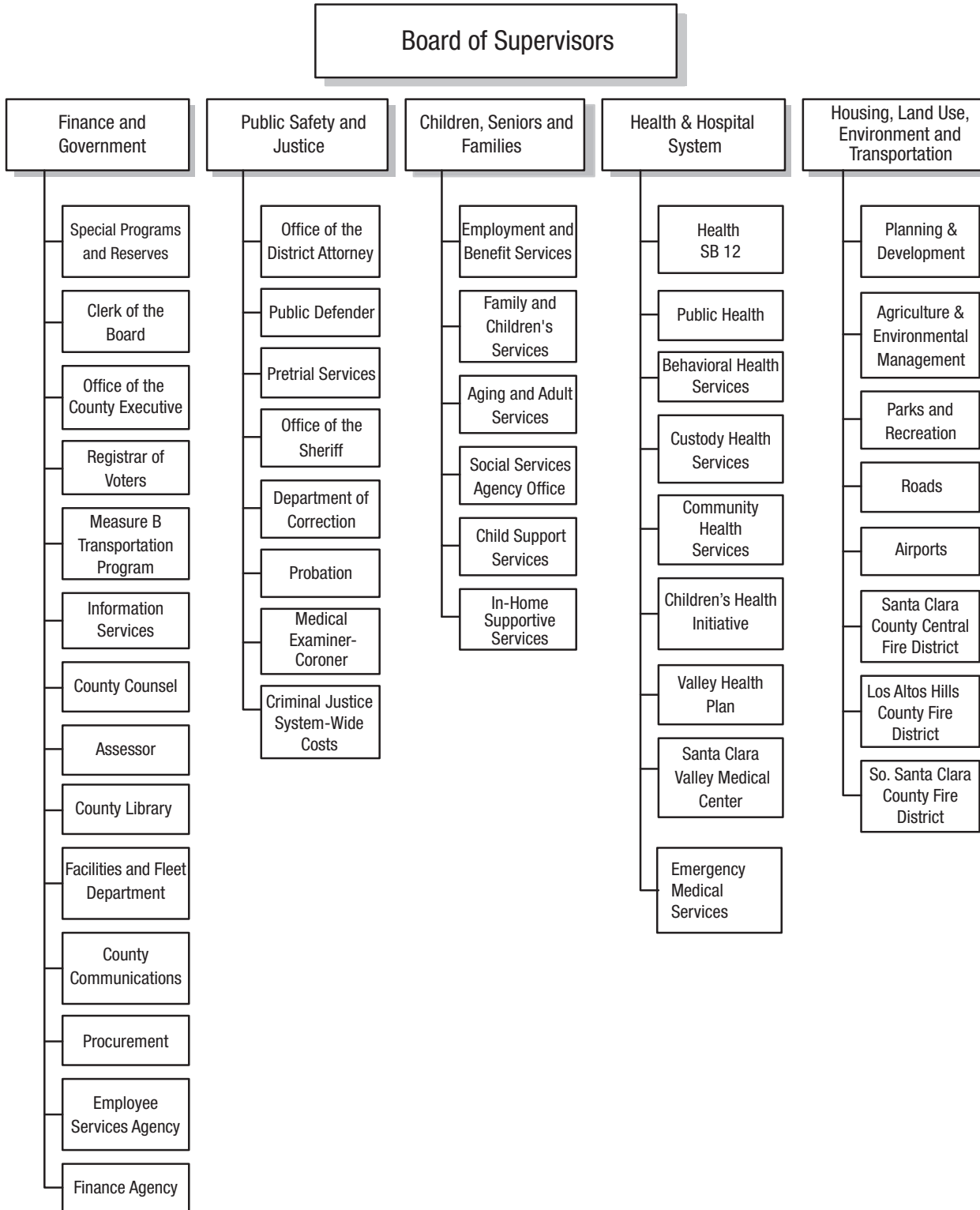
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# COUNTY OF SANTA CLARA ORGANIZATION CHART



## County of Santa Clara - Board Policy Committee Structure



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# Fiscal Year 2018 County Executive's Budget Message

May 1, 2017



To: Board of Supervisors

From: Jeffrey V. Smith  
County Executive

Subject: Fiscal Year 2017-2018 Recommended Budget

The next four years will be challenging and risk filled times for the County of Santa Clara. We expect to see threats from the federal government, waning support from the state, and a current economy that cannot continue at the current rate. These forces, combined with the increasing need for our services, will press us to accelerate our efforts to change the way that we function.

After more than a decade of cuts and reductions, we have enjoyed five years of rebuilding. However, five years of fiscal health is not long enough to address all of the unattended issues and service improvements so necessary for a high functioning County delivery system. We will continue to focus on the importance of a learning organization, realizing that there will be times when we will merely need to “power through” unwelcome challenges.

Winston Churchill said, “Never let a good crisis go to waste.” I am afraid that we will all become very familiar with that situation. The County will grow and improve, but to do that effectively and efficiently today and the near future will require stamina, resolve, and innovation from all the County family.

The County of Santa Clara has always provided the services that hold the fabric of our society together. While cities in California primarily exist to protect property, counties exist to protect people and the community in which they live. The approximately 20,000 county employees provide excellent medical services, public health protection, behavioral health care, assurance that food is healthy and available, environmental protection, child and adult protection services, family reunification, assistance to those in need, homelessness prevention and treatment, park services, libraries, emergency response to disasters, protection of minority communities and those under threat, access to a fair criminal justice system, and scores of other services. Many of those services are expected by our residents and taken for granted. However, they require a lot of work from very committed employees. We ask our employees to keep the needs of their clients as their highest priority at work. My job is to assure that the employees have the support and direction that they need to do that.

The policy direction for this large service organization is provided by the Board of Supervisors. The Adopted Budget is the most complete and detailed policy direction from the Board. That's why we take the development and presentation of this Recommended Budget very seriously.

FY 12-13 was the first Budget in years that allowed us to begin to rebuild the organization. At that point, the physical infrastructure was, in most areas, obsolete. We had aging and obsolete

information technology systems. Reductions in positions in the face of increased service needs has resulted in the incorrect mix of abilities in many parts of the organization, and a number of ineffective management structures, wrongly sized service teams, and overwhelmed employees. During tough times, we succeeded in our efforts to protect the jobs of employees, using the mechanism of inplacement, but the persistent threat of layoffs had caused a deep sense of fear and mistrust amongst all employees. The organization became siloed and non-resilient.

In FY 12-13, the Recommended Budget was about \$4 billion, total. That year, the county had about 15,000 employee positions, new and old. In the decade before that, almost \$1.8 billion had been reduced from spending, to keep spending in line with minimal growth in revenues. For FY 17-18, the Budget will measure around \$6.5 billion, and we will recommend approximately 20,000 positions. We have allocated over \$1 billion in one time funds in the last five years to invest in our infrastructure, fund long term liabilities and implement new technology systems.

The Recommended Budget for FY 17-18 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. Many of those gaps are related to meeting urgent needs in the jail, or the chronic needs of maintaining County facilities and organizational infrastructure needed to implement the policy direction of the Board.

This year there is a paradoxical mixed budget message-reassurance with a call to action and a reminder of past challenges. I believe it is important for the County to hear this call and address it in a strategic way. We, as a whole, must have a clear recognition of our strengths, weaknesses, opportunities, and threats in order to move forward productively.

### **Most significant Strengths:**

- committed, caring, and skilled employees who do the best that they can with the tools that they have to care for their clients
- a community that has been supportive of our mission
- policy driven leadership by the Board of Supervisors
- new resources after the dissolution of Redevelopment, the passage of Measures A each in 2012 and 2016, and new efficiencies at VMC, combined with the implementation of the Affordable Care Act (ACA)
- an organization that is large enough to have stability and small enough to be agile

### **Key Weaknesses:**

- residual mistrust, fear, and frustration in the workforce after years of cuts
- increasing needs in the community as the gulf between plenty and poverty has increased
- challenges in adding new initiatives that can integrate with existing services in an appropriate way, rather than simply adding programs which may overlap with current ones
- increasing expenditures that are unavoidable
- inefficient and bureaucratic processes that have created a difficult culture

### **Selected Opportunities:**

- revamp the criminal justice system to minimize incarceration
- become the most efficient, effective, patient-centered health system in the nation
- solve the homelessness crisis
- create a model healthy and dynamic community





- internalize the Center for Leadership and Transformation concepts to create a learning organization that enables the most innovative and effective county government in California

### **Critical Threats:**

#### **Internal to the County**

- high cost of jail transformation as a result of litigation
- difficulty responding to the increasingly competitive healthcare market in the region
- challenges providing whole person care because of county silos
- history of invisibility of the County in the community
- resistance to change

#### **External to the County**

- attempt to repeal ACA
- attack upon local jurisdictions from the federal government
- attempt by the State to eliminate the Coordinated Care Initiative
- disappearing Road Fund
- economic uncertainty locally and regionally

### **Critical Issues in FY 17-18**

Although the County is well on its way addressing most of the above issues, there are a few related concerns that are time-sensitive problems. Specifically, both federal and state actions have placed the County of Santa Clara in a difficult position. Although this Recommended Budget has been developed with a keen awareness of these issues, it is quite possible that further action by other levels of government may require that we make significant changes to our budget recommendations in June.

### **Affordable Care Act**

For many of our clients, the ACA has been a great benefit. With the expansion of Medi-Cal and subsidized insurance, thousands of residents have been able to obtain preventative and urgent medical care. The health insurance exchange, called Covered California, has also allowed thousands of working individuals to afford health insurance. Because our health system caters to patients who are either insured by government programs or who are underinsured, ACA has increased the County system's workload and reimbursement.

The draconian effort by the Trump administration to repeal ACA is clearly a risk to the health of our patients because many of them will lose insurance. We can also expect a great risk to the financial stability of the County health system because funding will decrease but need will not. Although the recent legislative effort to repeal the ACA was a failure for the Trump administration, there is little doubt that there will be future efforts along the same line, which may succeed in doing grave damage to the program. That would be a disaster. However, even the inept legislative actions and the political rhetoric have, and will continue, to do damage because they discourage qualified individuals from taking full advantage of their benefits. The health of thousands of residents and hundreds of millions of dollars needed to protect their health are potentially at risk as the result of these unwise federal actions.

Administratively, our intent is to continue to offer and provide robust healthcare services. If we lose federal funding, we will have to cut elsewhere in order to subsidize VMC.

### **“Sanctuary” Jurisdiction Executive Order**

On January 25th, President Trump issued an Executive Order targeting so-called “sanctuary” jurisdictions. With this Order, the President is attempting to coerce local jurisdictions to violate the constitutional rights of their residents by threatening to withhold federal funding unless the

local jurisdictions implement the federal administration's aggressive immigration enforcement agenda. This approach is akin to extortion and is clearly illegal. The Order usurps Congressional authority over spending and violates core principles of federalism that are at the very heart of our Constitution.

The amount of money at risk is enormous: over \$1.7 billion could be at risk. Although attorneys for the federal government are now suggesting that the Executive Order's reach is limited, the language of the Order is sweeping. And because the County uses its General Fund revenues to front nearly all of these costs, getting reimbursed later by the federal government, the risks are immediate and substantial. The Order's threatened reductions in funding to the County would devastate our ability to provide services and severely damage the economy of the region.

The County of Santa Clara and others are in the midst of legal action in order to block the implementation of the Executive Order. On April 25th, Judge Orrick issued a preliminary injunction that will prevent enforcement of the Executive Order. The injunction provides significant immediate relief. However, the underlying litigation will continue and appeals are possible. The ultimate decision about the litigation may not occur for more than a year.

The President may also attempt to issue another Order that will be challenging. If the preliminary injunction is overturned or there are other significant legal developments, I may need to modify the Recommended Budget in order to assure that the Board has a prudently balanced budget.

### **The President's "Skinny" Budget**

In mid-March, the OMB published a very sketchy "Skinny" Budget from the President. It is typical, in an administration transition year, for the President's Budget proposal to be streamlined. However, this year, the 62-page document provides

essentially no detail that can be used in order to determine its effect upon local jurisdictions if it were adopted.

Thankfully, the work is so rudimentary and amateurish that it is certain that such a budget will be impossible to get through Congress. However, the one clear focus of the "Skinny" Budget is the President's intent to add \$54 billion to the military budget. Such an increase in defense cannot be accomplished without doing very significant damage to the rest of the Budget. Since Social Services and Health are the largest components of federal spending, it is likely that those areas will be targeted unless Congress is willing to eliminate or skeletonize entire discretionary departments.

There is no way to know for sure how the ultimate federal budget will affect the County. However, based upon our expenditures in programs that are funded partially or completely by federal resources and that are likely targets for a Republican Congress, it is not hard to see that about \$500 million would end up at risk.

### **End of In Home Supportive Services Maintenance of Effort (IHSS MOE)**

The termination of the IHSS MOE and restoration of the prior IHSS cost sharing ratio is projected to shift over \$600 million in IHSS General Fund costs back to counties in FY 17-18. This shift in costs will create significant short and long term fiscal challenges for counties. While the State has signaled an intent to work with counties, the Governor has not released a plan for providing fiscal relief to counties. Short term fiscal relief could entail a one time grant or loan from the General Fund. However, because the end of the IHSS MOE also creates long term fiscal challenges for counties, the Legislature might consider ongoing modifications to counties' share of costs for the IHSS program.

In the County of Santa Clara, the elimination of this program could cost the General Fund over \$60 million in FY 17-18 and result in less ideal care for many of our clients. In the Recommended Budget,

we have suggested two reserves in order to deal with this uncertainty-one in case of a likely result in which the local cost is reduced but not eliminated, and one to be used in the worst-case scenario.

**Road Fund**

The County Road Fund has been shrinking yearly for some time. This is because the state gas tax collections have decreased as fuel efficiency has increased. During the FY 17-18 Budget preparation, we initially projected a shortfall of \$15.5 million in this fund-which would have required elimination of half of the department in order to balance with reductions alone. Because such an approach is unacceptable, we initially recommended a loan of that amount from the General Fund to the Road Fund.

However, toward the end of March, the Governor and Senator Beall were able to pass a bill that will fix this problem going forward. Therefore, we are not recommending a loan to the Road Fund. Although this is a positive outcome, it is possible that there may be some cash flow problems in the fund as the new tax is implemented and disbursed. Thus, we will be watching the cash flow in the Road Fund, and prepare to utilize a loan in the future if needed.

**Measure of Success**

The executive team, 150 plus leaders throughout the organization, took a somewhat different approach to the development of the FY 17-18 Recommended Budget when compared to prior years. In order to deal with the above listed strengths, weaknesses, opportunities, and threats while we continued to provide the thousands of ongoing County services, we began the budget process in August and focused upon the development of Measures of Success that will ultimately actually demonstrate how the County is doing.

The annual Budget expresses County priorities by allocating funding on a priority basis. However, with thousands of different services, funded in different ways, from different resources, and

represented in different parts of the Budget; it is difficult to tell how successful we have been in actually accomplishing last year's County priorities.

So, this year, we asked the executives to think about their part of the organization from the perspective of their clients and develop measurements that would, over time, give us an idea of how well we were doing from the client perspective. We knew that we could not measure all County services. That would merely create a blur of data. We wanted to develop measures that would provide information to the reader.

Since we know that there is no right way or wrong way to develop these measures, we recognize that the effort is a work in progress. As you read through the Recommended Budget, you will note that success is relatively easy to measure in some parts of the organization and very difficult to define and measure in other parts of the organization. Some client services consist of processes, so process measures are sufficient to measure success (i.e., number of identified property transactions that cause a need for reassessment by the assessor). Other services are complex, and have multiple processes and outcomes that are not necessarily determined by the actions of the County. These services can be difficult to express with some measure of County success (i.e., homelessness).

This year we asked the executives to "give it their best." We knew that the definition of measures of success would be an ongoing effort. The approach we all take to success will change over time, as new measurements become available. In fact, that change over time and reassessment of the definition of success is actually the true benefit of this process. By constantly thinking about what defines success, and how we can measure it, the County will learn more about the needs of our clients and how we can both get a better result and know what it takes to satisfy those needs. Instead of merely following procedure, we will be encouraged to challenge the effectiveness of current organizational thinking. The goal of the effort is not to create a pretty spreadsheet with lots



of numbers. The goal is to create an environment in which we all focus our attention upon the needs of the client, and learn how to meet those needs. As with our Center for Leadership and Transformation efforts, the Seven Vision Elements, and the Just Culture effort; our goal is to create and promote a learning organization that is constantly focused upon the mission, but able to persistently deal with new mandates, unexpected change, and changing client needs.

### **Specific Budget Themes for FY 17-18**

In FY 17-18, my recommendations include allocations to support projects started years ago, as well as many new efforts. The recommendations include a renewed effort to protect the County from specific known threats. And, as always, the recommendations flow from the direction of the Board of Supervisors. These are some key focus areas addressed in the Recommended Budget:

- improving our correctional facilities and programs
- providing support for the homeless, and creating affordable housing
- supporting whole person care for our clients most in need
- building back both the human capital and physical aspects of the County's infrastructure
- supporting the internal service departments so that they can deal with the County's ongoing expansion
- ongoing transformation of County processes, culture, and structure to create efficiency and effectiveness (see separate CLT section)
- building in reserves to protect the County from federal and state economic threats

### **The Correctional System & Facilities**

After a number of close looks at the entire criminal justice system in the County of Santa Clara, we have identified various issues that we are systematically addressing. The goal is to provide "state of the art" services to inmates and other

clients. The priority is to keep people out of jail, facilitate their re-entry after they are released, and provide appropriate services while they are still incarcerated.

We are in the midst of multiple physical plant projects at both the Main Jail and at the Elmwood Jail. Some of these projects will improve ADA access to the facilities. Some will make the facilities more suicide-proof and safer. Some will rehabilitate sections of the jails that have been damaged. Others will add space for programming and medical care.

In addition, we are in the midst of planning and reviewing a large construction project that will build an entirely new jail tower in the Civic Center location. This tower is intended to replace the current Main Jail South.

### **Department of Corrections Operations**

Many policies and procedures either have been, or are going to be, updated in order to deal more effectively with our inmate population. The changes will be in all aspects of the operations of the jails - custody, health, programming, classification, booking and discharge.

In this budget, you will also see recommendations to add personnel, equipment, and training in order to implement these changing operations effectively and efficiently. Although we continue to have vacancy issues with filling correctional deputy positions, we are also making recommendations that should increase the cohort of employees.

### **Affordable Housing and Homelessness**

With the passage of Measure A 2016, the County became the only organization in the region with sufficient resources to effectively address homelessness and the lack of affordable housing in the county. This Budget recommends the additional allocation of approximately \$14 million of general funds to provide expanded services to the homeless, supplementary housing programs



and supportive housing service reserves, in addition to the \$950 million in affordable housing bonds passed in the fall of 2016.

### **Employee Service Agency (ESA)**

This will be the fourth year in a row that I have recommended the addition of critical staff to the Employee Services Agency. The need is clear.

Over the years during which the total employee count increased significantly, we have not commensurately increased the size of ESA to maintain service levels. Compounded with increasingly complex personnel rules and regulations, and competition in the region for new employees, this lack of growth in such a critical department means that resources are not adequate to address all manner of personnel actions, such as hiring, disciplinary proceedings, job specification updates, and every manner of Human Resources, Labor Relations, and Employee Benefits work. When the workload exceeds the County's capacity to address it, service provision is absorbed throughout the County, and both clients and employees feel the impact. Both employees and their supervisors spend an inordinate amount of time on personnel-related matters, either directly or indirectly.

By adding staff to ESA, the County will be able to better make progress toward our goal of being the employer of choice in the region, a goal shared by everyone in the County.

### **Technology Projects**

The priorities of information technology in the County include a combination of replacing legacy systems, bringing in "cloud," or software as a service platforms, to improve the digital infrastructure, and on upgrading old tools to improve our capacity for learning, analyzing data, and attaining outcomes for our clients that are considered a best practice. Technology is not a luxury, but a necessity, and we have had tremendous success to date with the electronic medical record and its associated data warehouse to improve our ability to care for patients and analyze the highest users of service.

To bring our information technology capacity up to a market level, we have identified well over 150 new projects that must be implemented within the near future. Some of these projects are large, some small. All of them represent additional one-time and ongoing work layered upon the current efforts. As with most new large IT systems, the procurement and implementation of these projects will require extensive coordination, cooperation, planning, and communication amongst multiple departments, consultants and stakeholders. This Budget contains recommendations for one time and ongoing funding for only the highest priority projects. However, modernizing how services are delivered will require a steady flow of new projects in the foreseeable future.

### **Procurement**

For years, the procurement system in the County has been fragmented. Some goods and services are purchased by the Procurement Department, some are purchased by the operating departments without central help, and some are purchased with both the Procurement Department and the operating department working together. We desire to develop a standard across the board for procuring goods and services that both meets the needs of transparency and fairness, as well as one that is manageable and efficient.

During the recession, we did not adequately address the need for resources required to procure complex services and goods such as those related to technology. In FY 16-17, we commissioned an outside firm to assess our procurement system structure, policies, and procedures. As experts in the field, we asked them to make recommendations to implement new processes and procedures, including those governing procurement. The new approach will be a "centrally lead" one, such that the policies and procedures for procurement are standardized and overseen in the County Executive's Office. Operating departments and the Procurement Department will continue to be involved in procurement, however, the coordination of such efforts will be monitored and lead from a central perspective.



**Conclusion**

As we prepare for FY 17-18, I am quite unsettled. The future is uncertain and risky. This is not because of anything that the County of Santa Clara has done or will do. Rather, the unsettled and erratic new federal administration is the primary source of risk this year. Having an executive team in the White House that is inexperienced, uneducated about policy and operations, making decisions based on ideology and falsehood rather than reality is beyond the pale.

There is no question that the County of Santa Clara is better positioned to deal with these risks than any other county or city in the nation. However, it is also true that we must be ever-vigilant and prepared for the unexpected, as well as for routine threats. The County will vigorously pursue a strategy that both defends our clients from harm, and continues to expand our capacities and capabilities to offer stellar service to the residents of the County of Santa Clara.



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## 2012 Measure A Sales Tax Summary

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

Summary of Measure A Sales Tax	FY 16-17 Allocation	FY 16-17 Current Modified Budget <sup>a</sup>	FY 16-17 Projected Actual	FY 16-17 Projected Fund Balance	FY 17-18 Recommended Budget
<b>Sources of Funds</b>					
Measure A Sales Tax Revenue	\$51,000,000	\$51,000,000	\$50,000,000	(\$1,000,000)	\$51,000,000
Fund Balance from Prior Year	\$32,501,327	\$6,363,062	6,363,062	\$6,363,062	\$8,693,443
Prior Year Fund Balance for Emergency Room Design/Planning	\$4,303,850	\$4,303,850	\$1,554,319	\$2,749,531	\$2,749,531
Prior Year Fund Balance for SCVMC ER Construction Project	\$31,872,441	\$31,872,441	-	\$31,872,441	\$31,872,441
<b>Total Revenue</b>	<b>\$119,677,618</b>	<b>\$93,539,353</b>	<b>\$57,917,381</b>	<b>\$39,985,034</b>	<b>\$94,315,415</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
Healthy Kids/Primary Care Access Pilot	\$1,680,000	\$1,680,000	\$1,135,680	\$544,320	\$1,680,000
Permanent Supportive Housing	\$4,000,000	\$4,000,000	\$4,000,000	-	\$4,000,000
SCVMC Patient Advisory Task Force	\$500,000	\$500,000	\$500,000	-	\$500,000
SCVHHS Center for Population H.I.	\$1,636,422	\$1,636,422	\$1,531,895	\$104,527	\$1,636,422
Office of the District Attorney	\$1,372,868	\$1,372,868	\$1,078,098	\$294,770	\$1,372,868
United Way Rental Assistance	\$160,000	\$160,000	\$160,000	-	-
Bill Wilson Center Transitional Housing	\$150,000	\$150,000	\$150,000	-	-
Community Living Connection	\$750,000	\$750,000	\$500,000	\$250,000	-
Social Services Agency (Safety Net Svcs)	\$500,000	\$500,000	\$500,000	-	-
Outreach (Senior Nutrition Transportation)	\$750,000	\$750,000	\$353,187	\$396,813	-
School Linked Services - Demo Hubs	\$1,550,000	\$1,550,000	\$1,543,046	\$6,954	\$913,258
Santa Clara University (Human Trafficking)	180,817	\$180,817	180,817	-	-
Deanery 6 Multi-Parish Cooperative	\$500,000	\$500,000	\$375,000	\$125,000	-
Reentry Services (CADS and Pathway)	\$2,300,000	\$2,300,000	\$2,300,000	-	\$2,300,000
Pay for Success	\$3,000,000	\$3,000,000	\$2,707,791	\$292,209	\$3,000,000
Adult and Child Crisis Stabilization Services	\$3,200,000	\$3,200,000	\$2,025,000	\$1,175,000	\$3,200,000
Subsidy to SCVMC for Downtown Clinic	\$7,702,705	\$7,702,705	\$7,702,705	-	\$7,702,705
Unallocated Reserve - Ongoing	\$140,788	\$140,788	-	\$140,788	-
<b>Subtotal Ongoing Allocations</b>	<b>\$50,073,600</b>	<b>\$50,073,600</b>	<b>\$46,743,219</b>	<b>\$3,330,381</b>	<b>\$46,305,253</b>
<b>Uses of Funds - One-Time Allocation</b>					
Subsidy to SCVMC for Downtown Clinic	\$628,886	\$628,886	\$628,886	-	-
SCVMC ER Renovation Design/Planning	\$4,303,850	\$4,303,850	\$1,554,319	\$2,749,531 <sup>b</sup>	\$2,749,531
SCVMC ER Construction Project Reserve	\$31,872,441	\$31,872,441	\$0	\$31,872,441	\$31,872,441 <sup>c</sup>
Playgrounds Project	-	-	-	-	\$5,000,000





## Summary of Measure A Sales Tax Revenue and Allocations

Summary of Measure A Sales Tax	FY 16-17 Allocation	FY 16-17 Current Modified Budget <sup>a</sup>	FY 16-17 Projected Actual	FY 16-17 Projected Fund Balance	FY 17-18 Recommended Budget
Expand AED Placements	-	-	-	-	\$250,000
Replace Computer Aided Dispatch	-	-	-	-	\$3,832,500
Gilroy Urgent Care	-	-	-	-	\$4,305,690
<b>Subtotal One-time Allocations</b>	<b>\$36,805,177</b>	<b>\$36,805,177</b>	<b>\$2,183,205</b>	<b>\$34,621,972</b>	<b>\$48,010,162</b>
<b>Total Allocations</b>	<b>\$86,878,777</b>	<b>\$86,878,777</b>	<b>\$48,926,424</b>	<b>\$37,952,353</b>	<b>\$94,315,415</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. SCVMC ER Renovation Design/Planning Project Reserve is budgeted in Facilities and Fleet Capital Projects Fund 50.

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

### Summary and Overview

2012 Measure A is a 10-year 1/8 cent sales tax approved by the voters in November 2012 and implemented on April 2, 2013. 2012 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 2012 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.

Recently, Administration has recommended and facilitated 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.

Going forward, Administration will continue to recommend using 2012 Measure A revenue for investments with enduring benefit to the community, such as:

- One-time tangible infrastructure investments
- Short-term investment in emerging services to bridge funding needs until permanent funding is developed

- Interim funding for chronically underfunded areas to address community needs until a permanent funding solution is developed

The estimated \$51 million of revenue in FY 17-18 and the expiration of other uses allows recommended actions to over \$13 million to develop new County playgrounds, expand Automated External Defibrillators (AED) placements throughout the County, replace the outdated Computer Aided Dispatch (CAD) system, and improve the Gilroy Urgent Care facility. Board approval of these recommended actions would exhaust the ongoing unallocated reserve.

### Implement new Computer-Aided Dispatch (CAD) System

The recommendation includes one-time funding of \$3.8 million to 911-Dispatch Services to replace the CAD system. As 911 emergency systems have involved the need for a new CAD system has become evident. The current computer automated dispatch (CAD) system was initially designed and implemented in 1978 and refreshed in 1994. The programming language that supports the system is out of date and there is limited expertise available to provide the required support. Implementation of a new CAD system will provide the support, bandwidth, and flexibility for County Communications to continue to provide services to the Sheriff's Office, County Fire, County EMS, and other County agencies.



### **Augment Automated External Defibrillators (AED)**

The recommendation allocates one-time funding of \$250,000 to Emergency Medical Services to purchase and install AEDs in Santa Clara County buildings and vehicles.

Sudden cardiac arrest is a leading cause of death in the United States. The American Heart Association (AHA) estimates that about 250,000 people die of coronary heart disease before reaching the hospital each year. Unlike many other life-threatening illnesses and conditions, sudden cardiac arrest often occurs outside of a medical setting. In such settings, the victim's only chance for survival rests with the arrival of an emergency medical service. AEDs are sophisticated, computerized devices that are reliable and simple to operate, enabling lay rescuers with minimal training to administer lifesaving intervention. The recommendation will increase the survival rate of residents experiencing a Sudden Cardiac Arrest (SCA) by increasing the number of AEDs throughout the community.

### **Establish a Reserve for Playground Grant**

The recommendation allocates one-time funding of \$10 million to Parks and Recreation Department to establish a reserve for a playground grant program. The reserve will be funded with \$5 million of 2012 Measure A funds and \$5 million from other General Fund sources. The designated reserve will be used on a matching basis for the construction of one or two all-inclusive playgrounds in each of the five County districts. This grant program will match funds to provide grants to local cities, nonprofits, and other governmental entities, including school districts interested in building all-inclusive playgrounds in their communities.

### **Upgrade Gilroy Urgent Care Facility**

Based on 2012 Measure A revenue projections, the recommendation allocates one-time funding of \$4,305,690 for the construction of a new Urgent Care facility in Gilroy. The projected cost of \$5 million will be primarily funded by 2012 Measure A funds and supplemented if needed with County General funds.

The demand for urgent and primary care capacity at Gilroy has increased significantly and the facility needs to be updated to reflect changes in technology and services. This project uses space vacated by Medical Records and rearranges functions at VHC Gilroy to create an Urgent Care Department within the existing building. The project has been designed and permitted through the County Building Department.

### **Continue School-Linked Services Pilot Program**

The recommendation allocates one-time 2012 Measure A funding of \$913,258 and \$303,256 in County General fund. Total funding of \$1,216,514 will continue the School-Linked Services pilot program for a fourth year. The School-Linked Services (SLS) targets children and youth in Santa Clara County negatively impacted by social, environmental, and economic disparities. SLS recognizes and addresses problems through collaborative partnerships on school campuses and utilizes schools as a logical and convenient point of entry for youth and their families into preventive and supportive services. These efforts take many forms but almost all involve joint planning, shared service delivery, and effective coordination. The program also stresses parental participation and family involvement.

## The County as a Learning Organization

Since 2009, when County Executive Jeff Smith introduced the idea of becoming a Learning Organization by multiple means, including the use of process improvements, lean thinking, and cross-boundary teams, the County has been refining its approach to learning. Until 2010, the County did not even have a full complement of County-provided training, as training had been reduced to mandatory-only training during leaner times.

The Learning Organization has advanced to provide a wide variety of formal instructor-led training, as well as a variety of e-learning options and offerings, complemented by customized training in the Center for Leadership and Transformation (CLT) and Unit-Based Team (UBT) frameworks. The Learning Organization represents the spirit of experimentation and cross-boundary learning that departments have used for their own customized trainings, as well as multiple methods of engaging employees in conversation, both in small and large groups. Just Culture training, introduced in 2013 and begun in full in 2014, can be a part of any conversation about how to do or improve a job or how to approach change.

Executive Leaders have been engaging in a greater number of cross-boundary conversations as the result of the need to problem-solve, as well as having been able to practice techniques with their staff and peers to work on targeted issues. The Planning and Land Development Department's Transformation and Modernization Project is the most recently completed work effort, started in FY 13-14 to complete project and permit review more quickly for customers and more easily for employees. This project introduced new work practices, redesigned office space to better serve clients, and installed software to share information between projects and between the various reviewing functions in a seamless fashion. Starting with customer surveys, participants in this project

also included the Roads and Airports Department, the Consumer and Environmental Protection Agency, and the Information Services Department.

### Team-Based Work

During FY 16-17, the focus of The Learning Organization was the continuation of team-based work, facilitated largely through the Center for Leadership and Transformation (CLT) and Unit-Based Teams (UBTs). Both CLT and UBTs have their largest impact in the Santa Clara Valley Health and Hospital system (SCVHHS), where CLT is focused on improvements in ambulatory care, and UBTs are being initiated in a variety of SCVHHS settings. Video introductions, as well as additional information about how UBTs are getting good results for County clients are located on the County's intranet so that County employees can access the work at SCVHHS even if they are in another department.

UBTs have just begun to take hold in the Social Services Agency (SSA), and a number of employees from across the County organization have been trained as UBT facilitators, working with teams at SCVHHS, and now, at SSA. The cross-boundary component of UBTs is critical to both facilitator and team learning. By working with a facilitator from outside their own department, team members have the freedom to explore improvements with help from someone who is new to their situation. The facilitators are able to bring a fresh-eyed perspective to the team, allowing team members to see their own work differently. A new cohort of four teams at the Social Services Agency started in April 2017, after learning from the experiences at SCVHHS, and socializing the concept with employees via a number of overview sessions at staff meetings and meet and greet sessions.

Partners in the County's labor unions, in particular two of the larger unions, the County Employee Management Association (CEMA) and the Service Employees International Union (SEIU), are critical



to the success of the teams, as they encourage their members to participate. Staff from bargaining units participate on UBT governance groups and in team decision making. Growing these partnerships, in the interest of meeting the labor agreement goal of creating teams in additional County Departments, continues to be a priority for FY 17-18.

In addition to CLT and UBT, County departments have also engaged in cross-boundary learning via less formal means of assistance, such as through professional associations, focused projects, and a variety of quality and performance improvement efforts. These efforts are discussed within the departmental sections of this document where appropriate.

### **Focus on Management Training and Development**

Consistent with other organizations in both the public and private sectors, many employees promoted or hired into manager roles are hired into those roles based on expertise, rather than on the possession of management skills. Based on feedback from employees at all levels via the Countywide Employee Survey taken in the fall of 2015, as well as via an assessment of priorities by the County Executive Circle department head group, training and development of managers is in high demand. Employees voice the opinion that their managers require additional training, and managers agree that they want opportunities to learn more about how to conduct business related to County policies and procedures, as well as the development of the soft skills required of managers, such as providing constructive feedback and coaching. Unfortunately, the day-to-day work often takes priority over development offerings for the vast majority of County employees.

Meeting this demand, while accounting for day-to-day job responsibilities, requires creativity and multiple approaches. The traditional method of providing instructor-led training appeals to those employees that have the bandwidth to leave their jobs for the training period, but is much less convenient for employees with direct service duties or

caseloads to meet. Experience to date shows that fewer than 600 individual CEMA employees have taken classroom courses in the last 2.5 years, whereas a 45 minute e-learning course developed to provide training on Just Culture has had over 900 completions since August 2016.

In order to explore a variety of approaches to training and development in the interest of creating sustainable learning for employees, \$1.2 million in funds are recommended to test a variety of learning approaches designed to result in an optimal mix of interpersonal skills development (communication, conflict resolution, providing feedback with dignity, etc.) and operational skills development (progressive discipline, budget management, policies/procedures, etc.). This work will evaluate the varying needs of current and emerging leaders, consider the optimal blend of formal and informal coaching and mentoring for County employees, and assess employee engagement and the advancement of individual development plans. In addition, the Employee Services Agency will partner on appropriate training in the critical areas of human resources and labor relations that are in high demand. The success of the various approaches will be evaluated prior to FY 18-19 to advance the approaches that result in the greatest impact to the County.

It is timely that the Learning Management System, sccLearn, is up for renewal this year, having been in place for over five years. In May, the County will be issuing a request for proposal (RFP) to select a new vendor to provide a vehicle for training, and possibly some features of talent management. In 2018, a new system will be in place and may offer some new features we currently don't have.

### **Organizational Changes within the Learning Organization**

In FY 17-18, the Office of Data Oversight Management and Evaluation (ODOME), the Employee Wellness Division (EWD), and Learning and Employee Development (LED) are unifying within The Learning Organization in the Office of the

County Executive. Under one umbrella, these units will be in a better position to help build internal capacity, whether through facilitating the transparency of data, promoting healthy practices to improve employee performance and wellness, and by providing and administering options that increase organizational and individual learning.

Employees need accessible learning, and it must be applicable to their daily work. Learning is not always in the classroom or via an online course, but it is also acquired via experience and exposure. Learning takes place when the organization has data available to use for decision making, when previously siloed information is shared, and when the learner feels comfortable and supported enough to ask "why?" Capacity building is an evidence-driven process of strengthening the abilities of employees, organizations, and systems to perform core functions sustainably, and to continue to improve and develop over time. To further improve the County's ability to facilitate learning, the Recommended Budget includes funding for modernized training rooms, a staff person to manage the Learning management system full time, and funds for a data summit and an intern to assist with inventorying datasets and data integration requests.

Over time, The Learning Organization will endeavor to measure the impact on the County and its clients which results from facilitated opportunities for employees to learn, how employees' perceive having a say in work improvement processes, to what extent performance and competencies are optimized, and whether opportunities are available to ensure that the mental, physical and emotional needs of employees are addressed. In this way, the County will be building a culture worthy of every employee's commitment to their clients, those who report to them, and to each other.

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# 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 17-18 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 16-17, for use in FY 17-18 is \$405.8 million. The most significant source of fund balance is unspent contingency reserve funds, estimated at \$115 million. Additionally, fund balance from departmental operations is estimated at \$252.3 million plus \$8.6 million from the 2012 Measure A sales tax. Fund balance is also generated from the use of two reserves that have recommended actions in this budget: \$20 million from the FY 16-17 Federal and State Budget Reserve and \$9.8 million from the FY 16-17 Reserve for Accumulated Capital Outlay.

**Additional One-time Resources:** The Recommended Budget includes \$15.5 million in one-time revenue from the Public Safety Realignment Program (AB 109) to offset one-time AB 109 expenditures. An additional \$29.1 million is expected from one-time grants and a variety of one-time revenue sources. Ongoing 2012 Measure A FY 17-18 sales tax revenue of \$4.7 million will be used to fund selected one-time projects. A total of \$8.1 million in one-time salary savings related to new positions and a one-time savings of \$4.2 million resulting from the pre-payment of PERS in FY 17-18 are also included in the Recommended Budget.

## FY 17-18 One-time Resources

Source	Amount
<b>FY 16-17 General Fund Balance</b>	
Unspent Contingency Reserve	\$115,000,000
Fund Balance from Departmental Operations	\$252,312,522
FY 16-17 Federal and State Budget Reserve	\$20,000,000
FY 16-17 Reserve for Capital Outlay	\$9,819,460
<b>Discretionary Fund Balance</b>	<b>\$397,131,982</b>
Measure A Fund Balance from FY 16-17	\$8,693,443
<b>Total FY 16-17 Fund Balance</b>	<b>\$405,825,425</b>
<b>Other One-time Resources</b>	
One-time Revenue and Miscellaneous	\$29,635,712
AB 109 One-time Funds	\$15,492,720
Salary Savings for New Positions	\$8,142,059
2012 Measure A Ongoing Surplus	\$4,694,747
PERS Pre-payment One-time Savings	\$4,249,570
<b>Total Other One-time Resources</b>	<b>\$62,214,808</b>
<b>Total Available One-time Resources</b>	<b>\$468,040,233</b>

## Uses of One-time Funds

The following table reflects the FY 17-18 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 17-18 Use of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve at 5% of net revenue	\$142,317,286
Reserve for Federal and State Budget Impacts	\$50,000,000
Reserve for Playground Grant Program	\$10,000,000
Reserve for Permanent Supportive Housing Services	\$10,000,000
Reserve to Increase Building Capacity	\$8,273,113
Reserve for Surveillance and Security Capital Project Needs	\$800,000
<b>Total Reserves</b>	<b>\$221,390,399</b>
FY 17-18 Capital Contribution	\$163,200,000
<b>Total Capital Needs</b>	<b>\$163,200,000</b>
FY 17-18 Technology Projects	\$32,349,727
<b>FY 17-18 Technology Needs</b>	<b>\$32,349,727</b>
Transfer to Accumulated Capital Outlay Fund	\$9,819,460
Increase Valley Medical Center Subsidy for Patient Relocation to Sobrato Pavilion	\$6,039,091
Full Body and Portable Scanners for Jail Security	\$2,018,800
Supportive Housing Pilot Program	\$2,000,000
Complete SVRCS Infrastructure Project	\$1,984,567
Various Office Reconfigurations	\$1,886,484



**FY 17-18 Use of One-time Resources**

<b>Use of One-time Resources</b>	<b>Amount</b>
Countywide Contract Evaluation	\$1,600,000
Extend Pilot Evaluation of Enhanced School Linked Services	\$1,216,514
Leadership Development	\$1,200,000
FY 18-19 Fleet Vehicle Acquisition	\$1,000,000
Equipment and Supplies for New Positions	\$913,903
Funds for Supportive Housing Coordination	\$570,296
Equipment and Furniture for 9-1-1 Dispatchers	\$559,096
Cold Weather Shelter Expansion	\$500,000
Replace Assessor's Office Document Management System	\$500,000
Acquire AEDs for Matching Program	\$500,000
Clerk of the Board Archive Solution	\$440,000
Protective Stab Vests for Custody Personnel	\$410,400
IT Fixed Assets	\$318,500
Improve Training Facilities at Charcot	\$317,000
Crime Lab Equipment and Training	\$300,000
Evidence Video Surveillance System Upgrade	\$208,000
Youth LGBTQ Assessment and Evaluation	\$175,000
Voter Outreach Campaign	\$140,000
Jail Reform Training Development	\$100,000
Upgrade 9-1-1 Equipment - Logging Recorder	\$100,000
Conflict Resolution Consultant	\$100,000
Leadership Training at SSA	\$100,000
Various Items less than \$100,000 each	\$590,296
<b>Total Department One-time Needs</b>	<b>\$35,607,387</b>
One-time AB 109 Costs	\$15,492,720
<b>Total Use of One-time Funds</b>	<b>\$468,040,233</b>





# Economic and General Fund Financial Outlook

## Revenue and Economic Trend Forecast for Santa Clara County

Submitted by William Yu, Ph.D., Economist, UCLA Anderson Forecast

As the hub of the advanced technology industry and enjoying the most dynamic entrepreneurship and creative innovation in the world, Santa Clara County has an economy that has been outperforming California's and U.S.'s in recent years. However, this rapid growth of County's economy will not continue indefinitely. Rather, the most likely trajectory is for a slowing of growth rates and a convergence onto a long-term sustainable growth path.

The Trump administration policies on tax reform, international trade and high-skilled immigration have increased our forecast risks, both downside and upside. For our baseline model, put risk aside, we forecast that Santa Clara County's property tax revenue will grow at 7% in FY 17-18 and 6.1% in FY 18-19.

Many interrelated factors at the local, state, national, and international levels will affect revenues in Santa Clara County over the next five years including the evolution of the business cycle. Therefore, to provide a comprehensive analysis and modeling for supporting County's property tax revenue forecast, the following variables in the same forecast period are also discussed or forecasted: (1) Global economic outlook, (2) U.S. economic outlook, (3) California economy and housing markets.

### Global Economic Outlook

Global economic growth is important to County's economic outlook because many high-tech companies extend their growth trajectory based on inroads into emerging markets, such as China, India, and developed markets such as Europe. Our forecast for emerging market economies in the near term is rather more pessimistic than optimistic due to their internal imbalances (investment-driven and debt-driven economies) and external imbalances (exports-driven economy). The high-growth economies of the past have created widespread overcapacity and in some cases an extraordinary housing bubble.

The outlook for advanced economies is also not very optimistic. While Eurozone economies have started to stabilize, the upcoming elections in France and Germany have become a confidence vote on the European Union's (EU) future. Although it is less likely France, Italy, or Spain will break away from the EU following Brexit, it is still possible. Political uncertainties will remain high in Europe in the near future. Japan's economy remains mired in deflation and negative interest rates.

### U.S. Economic Outlook

Amid slow-growing global economies, the relatively resilient U.S. recovery has become the major driver of County's economic growth. U.S. job growth hovered below 2%, a rate similar to Growth Domestic Product (GDP) growth in 2016. At this moment, the U.S. economic outlook is more uncertain than before due to upcoming major policy changes by the new federal administration, namely in taxes, international trade, and immigration law. We will look at each one's potential effect.

An overhaul of the tax code, including a corporate income tax cut will, by and large, have an upside effect on the forecast risk (meaning that a successful tax overhaul will boost economic growth). For years, we have heard that our nation's tax code needs rewriting. And it looks like 2017 is the year we will see the biggest tax reform since 1986.

Currently, the U.S. has the highest corporate income tax among OECD (Organization for Economic Cooperation and Development) countries. The U.S. taxes corporate profits at 39% while Ireland charges a mere 12.5% tax. As a result, we see many companies practicing outsourcing, transfer pricing, and corporate inversion in pursuit of lower corporate taxes and bills. By lowering our corporate income tax rate, it is likely to see more investments made in the U.S. Based on our estimation, a 10% corporate income tax rate cut will likely boost GDP growth rate by around one percentage point.

In contrast, the economic impact of a personal income tax cut is uncertain. If it results in significant budget deficits and rising government debts, it could have a negative impact on the economic growth. At this



moment, though, we do not know the details of the tax reform. Moreover, the highly controversial border adjustment might be included in the tax overhaul in order to keep revenue neutral for the corporate tax cut.

In matters of trade, President Trump is determined to reduce the U.S.'s trade deficits by making better and fairer trade deals with our major trading partners. So far, it seems that he has made a good beginning negotiating with Japan. However, we believe it will be a more difficult job to negotiate with China. If China were to not cooperate, trade tensions could escalate to a trade war between the world's largest economies, triggering a recession in both countries. However, we continue to believe this is less likely.

High-skilled immigration is important to high-tech, innovation, and economic growth in the U.S., and even more so to Silicon Valley. At this moment, we are unsure what policies on high-skilled immigration will come from the Trump administration. For instance, if the annual quota of H1B visas is drastically reduced, it could be detrimental to the U.S. economic growth and to the workforce of Silicon Valley. Nevertheless, our baseline forecast gives low possibilities for these negative policy outcomes.

### **California Economy and Housing Markets**

California is the largest state in the U.S. with 12% of the U.S. population. By using a simple ratio--the median home price over the median household income--the six of seven least affordable metropolitan statistical areas (MSAs) for homeowners were all located in Coastal California in 2016: Los Angeles, San Jose, San Francisco, and San Diego were the least affordable followed by New York, Riverside, and Sacramento.

We suggest that housing affordability in California will be a factor mitigating domestic immigration, therefore reducing the workforce growth rate to just above the native population growth rate, and consequently slowing down the economic growth rate of California. Nevertheless, the rate of growth of real income will exceed that of the U.S., particularly on a per-capita basis, as a greater than proportionate number of high value added jobs have been and will continue to be created in the state.

### **Revenue and Economic Forecast**

Combining all of the economic patterns and outlook from the state, the nation, and abroad, along with Silicon Valley's competitiveness and local factors, we model and forecast the county's main tax revenues and economic variables. With the continued growth of the global economy and the return to near full employment nationally, the rapid growth in the county's economy over the past several years is not expected to continue indefinitely. After President Trump's tax cut and infrastructure spending in 2018, we expect the economy and revenue growth to slow down and converge on a more sustainable trajectory.

We forecast that property tax revenue growth rates will be 7.0%, 6.1%, 5.4%, 5.1%, 4.0%, and 3.0% from FY 2017-18 to FY 2022-23 respectively. Payroll job growth rates will be 2.0%, 1.7%, 1.5%, 0.8%, 0.3% and 0.0% from 2017 to 2022 respectively. Payroll employment will reach 1,089,000 in 2017 and rise to 1,138,000 in 2022. Housing price growth will slow down from 4.0% in 2017 to 0.1% in 2022.

### **General Fund Financial Outlook**

Prepared by Santa Clara County Office of Budget and Analysis

### **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 FY 17-18 are projected to total \$2,991,515,199 compared to \$2,789,254,338 in the FY 16-17 Adopted Budget; an

increase of \$202,260,861 or 7.3%. Major year-over-year increases are attributable to an increase of \$65.5 million in current property tax revenues and an increase of \$124.4 million from other financing sources (described below).

**Table 1: Comparison of General Fund Revenues from FY 16-17 Approved to FY 17-18 Recommended**

Revenue Category	FY 16-17	FY 17-18	Inc./(Dec.)	% Change
	Approved	Recommended		
Taxes – Current Property	\$898,800,000	\$964,344,000	\$65,544,000	7.3%
Taxes – Other than Current Property	\$116,350,000	\$117,600,000	\$1,250,000	1.1%
Licenses, Permits, Franchises	\$11,766,022	\$11,457,412	(\$308,610)	-2.6%
Fines, Forfeitures, Penalties	\$11,445,635	\$11,234,200	(\$211,435)	-1.8%
Revenue from Use of Money/Property	\$8,959,662	\$14,246,523	\$5,286,861	59.0%
Aid from Govt Agencies – State	\$689,956,955	\$691,788,504	\$1,831,548	0.3%
Aid from Govt Agencies – Federal	\$519,681,786	\$526,161,484	\$6,479,698	1.2%
Revenue from Other Govt Agencies	\$605,000	\$1,832,810	\$1,227,810	202.9%
Charges for Services	\$117,453,452	\$114,256,146	(\$3,197,306)	-2.7%
Other Financing Sources	\$414,235,826	\$538,594,120	\$124,358,294	30.0%
<b>Total General Fund Revenue</b>	<b>\$2,789,254,338</b>	<b>\$2,991,515,199</b>	<b>\$202,260,861</b>	<b>7.3%</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 17-18	
	Amount	% of Total
Taxes – Current Property	\$964,344,000	32.2%
Taxes – Other than Current Property	\$117,600,000	3.9%
Licenses, Permits, Franchises	\$11,457,412	0.4%
Fines, Forfeitures, Penalties	\$11,234,200	0.4%
Revenue from Use of Money/Property	\$14,246,523	0.5%
Aid from Govt Agencies – State	\$691,788,504	23.1%
Aid from Govt Agencies – Federal	\$526,161,484	17.6%
Revenue from Other Govt Agencies	\$1,832,810	0.1%
Charges for Services	\$114,256,146	3.8%
Other Financing Sources	\$538,594,120	18.0%
	<b>\$2,991,515,199</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 \$964.3 million of the total General Fund revenue, up 7.3% from the amount budgeted in FY 16-17. The total year-over-year increase in budgeted revenue is \$65.5 million.

For FY 17-18, the Administration is projecting an increase in the secured roll of 7.0%. 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 1.21% and followed by 3.04% in FY 11-12. However, the roll growth was 8.36% in FY 12-13, 7.3% in FY 13-14, 8.78% in FY 14-15, and 8.45% in FY 15-16. The roll growth as of April, 2017 was reported at 4.72% 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 \$691.8 million of the total General Fund revenue, or \$1.8 million more than was budgeted for FY 16-17.

Public Safety Sales Tax (PSST), accounts for \$205.0 million of this estimate. This is the same amount budgeted for FY 16-17 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 \$526.2 million of the General Fund revenue, a \$6.5 million increase over budgeted revenue in this category in FY 16-17.

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. The federal revenue estimated in the Recommended Budget is not reduced due to the broad threats made by the new federal administration. Revenue estimates may be reduced at a later time when more detailed information is known.

### Other Financing Sources

Other Financing Sources contributes \$538.6 million of the total General Fund revenue, or \$124.4 million more than budgeted for FY 16-17.

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

- Mental Health Services Act – \$90.2 million
- AB 109 Realignment – \$46.9 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 16-17 and FY 17-18.

**Table 1: Comparison of General Fund Appropriations from FY 16-17 Approved to FY 17-18 Recommended**

Expenditure Category	FY 16-17	FY 17-18	Inc./(Dec.)	% Change
	Approved	Recommended		
Salary and Benefits	\$1,505,089,370	\$1,569,738,155	\$65,648,785	4.3%
Services and Supplies	\$1,457,135,224	\$1,506,131,930	\$48,996,706	3.4%
Other Charges	\$20,091,907	\$20,113,781	\$41,874	0.2%
Fixed Assets	\$1,900,013	\$6,232,583	\$4,332,570	228.0%
Operating/Equity Transfers	\$287,382,567	\$323,387,483	\$36,004,916	12.5%
Reserves	\$191,574,673	\$266,339,033	\$74,764,360	39.0%
<b>Total Gross Expenditures</b>	<b>\$3,463,173,754</b>	<b>\$3,691,962,965</b>	<b>\$228,789,211</b>	<b>6.6%</b>
Expenditure Transfers	(\$275,493,710)	(\$294,622,341)	(\$19,128,631)	6.9%
<b>Total Net Expenditures</b>	<b>\$3,187,680,044</b>	<b>\$3,397,340,624</b>	<b>\$209,660,580</b>	<b>6.6%</b>



The appropriations for expenditures exceed estimated revenues by \$405.8 million in the General Fund for FY 17-18. This difference is expected to be covered by available FY 16-17 fund balance. The most significant categories of General Fund expense are Salaries and Benefits and Services and Supplies. These categories represent nearly 84% of gross expenditures. Year-to-year growth in these two categories is 4.3% and 3.4% respectively.

### Percent of General Fund Expense by Category

Expenditure Category	FY 17-18 Recommended	% of Gross Expenditures
Salary and Benefits	\$1,569,738,155	42.5%
Services and Supplies	\$1,506,131,930	40.8%
Other Charges	\$20,113,781	0.5%
Fixed Assets	\$6,232,583	0.2%
Operating/Equity Transfers	\$323,387,483	8.8%
Reserves	\$266,339,033	7.2%
<b>Total Gross Expenditures</b>	<b>\$3,691,962,965</b>	<b>100.0%</b>
Expenditure Transfers	(\$294,622,341)	
<b>Total Net Expenditures</b>	<b>\$3,397,340,624</b>	

### 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 eight years of economic recovery from a deep recession, the County General Fund outlook includes a ninth year of growth and possibly a tenth year. It is unclear if FY 19-20, 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 three 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 a significantly lower forecast for its investment returns, and beginning in FY 18-19 this will sharply accelerate the increasing funding contributions the County must pay 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 the threat of changes to the Affordable Care Act increase the likelihood for even greater health insurance premiums cost growth for several years.

The General Fund is benefiting from particularly strong property tax growth in FY 16-17 and similar but slightly lower growth is expected in FY 17-18. Once property tax revenue growth normalizes, it is very unclear if normal revenue growth will be sufficient to help 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 \$6.5 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 17-18 Recommended Budget.

### Funds Summary - All Funds

	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
<b>Expenditures by Policy Area</b>						
Finance and Government	\$ 1,052,886,004	\$ 1,329,384,356	\$ 863,775,440	\$ 1,514,643,261	\$ 185,258,905	13.9%
Public Safety and Justice	764,456,380	818,839,258	835,200,368	851,980,497	33,141,239	4.0%
Children, Seniors, and Families	813,486,584	920,376,403	927,118,886	933,033,146	12,656,743	1.4%
Santa Clara Valley Health and Hospital System	2,675,997,286	2,753,500,977	2,856,730,537	2,882,566,864	129,065,887	4.7%
Housing, Land Use, Environment and Transportation	312,164,806	329,522,511	292,723,832	353,544,940	24,022,428	7.3%
<b>Total Expenditures by Policy Area</b>	<b>\$ 5,618,991,060</b>	<b>\$ 6,151,623,505</b>	<b>\$ 5,775,549,063</b>	<b>\$ 6,535,768,708</b>	<b>\$ 384,145,203</b>	<b>6.2%</b>
<b>Expenditures by Object</b>						
Salary and Benefits	\$ 2,648,793,375	\$ 2,867,387,227	\$ 2,964,510,683	\$ 3,009,683,488	\$ 142,296,261	5.0%
Services And Supplies	2,403,061,285	2,682,082,848	2,730,533,250	2,813,872,769	131,789,921	4.9%
Other Charges	115,983,602	107,385,645	109,300,832	109,300,832	1,915,187	1.8%
Fixed Assets	292,375,072	198,468,064	19,164,334	214,537,964	16,069,900	8.1%
Operating/Equity Transfers	443,394,464	389,171,451	226,348,398	429,167,262	39,995,811	10.3%
Reserves	----	231,490,766	53,983,539	298,485,923	66,995,157	28.9%
<b>Total Gross Expenditures</b>	<b>\$ 5,903,607,798</b>	<b>\$ 6,475,986,001</b>	<b>\$ 6,103,841,036</b>	<b>\$ 6,875,048,238</b>	<b>\$ 399,062,237</b>	<b>6.2%</b>
Expenditure Transfers	(284,616,738)	(324,362,496)	(328,291,973)	(339,279,530)	(14,917,034)	4.6%
<b>Total Expenditures by Object</b>	<b>\$ 5,618,991,060</b>	<b>\$ 6,151,623,505</b>	<b>\$ 5,775,549,063</b>	<b>\$ 6,535,768,708</b>	<b>\$ 384,145,203</b>	<b>6.2%</b>



## Funds Summary - All Funds

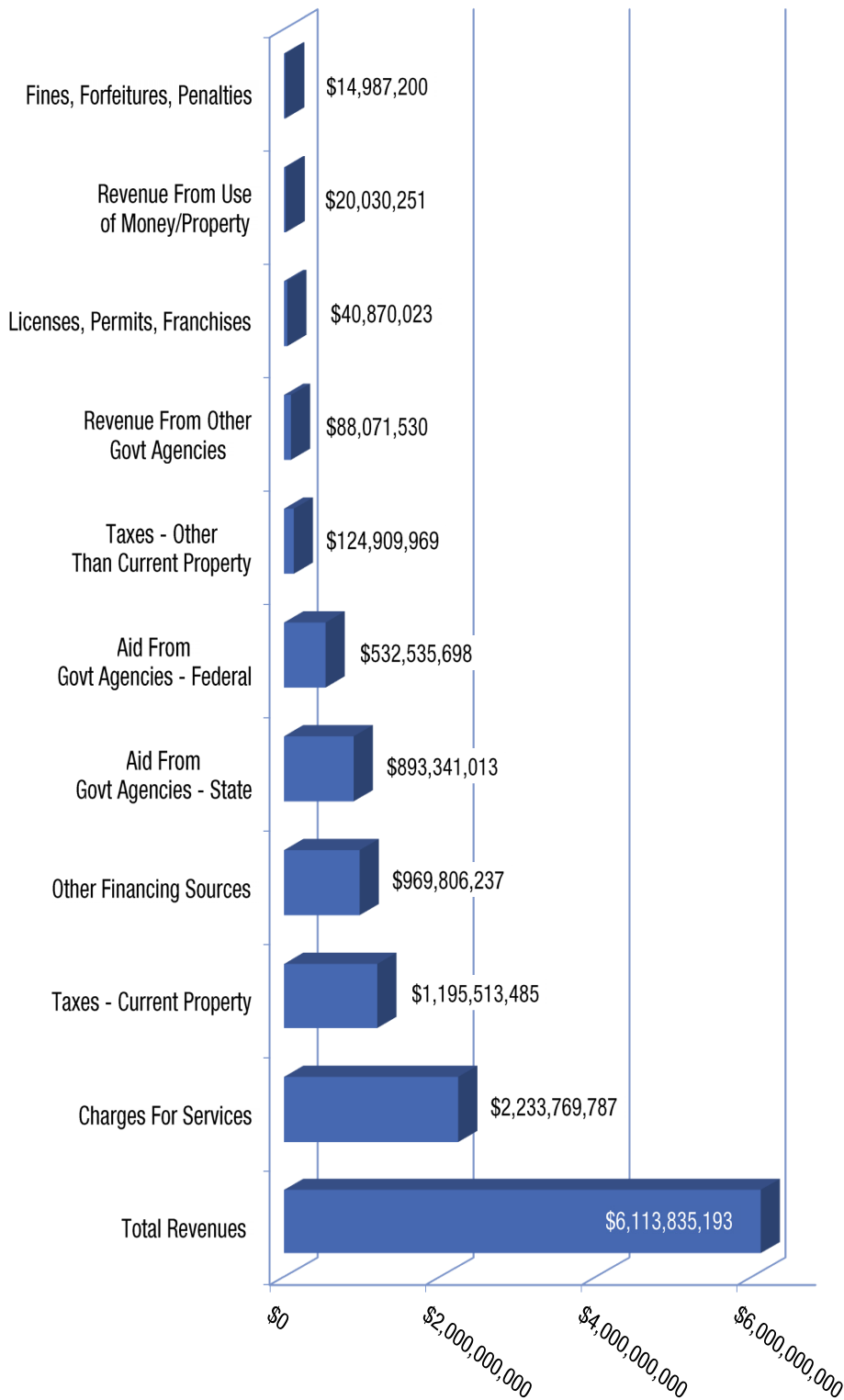
	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
<b>Revenues by Policy Area</b>						
Finance and Government	\$ 1,837,656,094	\$ 1,790,474,411	\$ 1,800,400,677	\$ 1,986,507,725	\$ 196,033,314	10.9%
Public Safety and Justice	364,162,029	381,315,892	379,427,500	387,968,553	6,652,661	1.7%
Children, Seniors, and Families	728,212,982	791,949,137	779,412,761	780,188,871	(11,760,266)	-1.5%
Santa Clara Valley Health and Hospital System	2,583,265,317	2,508,183,950	2,616,032,978	2,642,760,557	134,576,606	5.4%
Housing, Land Use, Environment and Transportation	284,488,878	282,706,037	302,460,581	316,409,488	33,703,451	11.9%
<b>Total Revenues by Policy Area</b>	<b>\$ 5,797,785,300</b>	<b>\$ 5,754,629,427</b>	<b>\$ 5,877,734,496</b>	<b>\$ 6,113,835,193</b>	<b>\$ 359,205,766</b>	<b>6.2%</b>
<b>Revenues by Type</b>						
Aid From Government Agencies - State	\$ 824,431,947	\$ 929,993,994	\$ 891,568,917	\$ 893,341,013	\$ (36,652,982)	-3.9%
Other Financing Sources	1,084,283,897	871,401,183	768,244,085	969,806,237	98,405,054	11.3%
Charges For Services	2,107,324,358	2,053,567,886	2,208,423,821	2,233,769,787	180,201,901	8.8%
Licenses, Permits, Franchises	39,359,920	40,301,070	40,703,023	40,870,023	568,953	1.4%
Aid From Government Agencies - Federal	490,779,417	531,201,229	531,576,215	532,535,698	1,334,469	0.3%
Revenue From Use Of Money/Property	17,020,610	15,141,267	20,030,251	20,030,251	4,888,984	32.3%
Fines, Forfeitures, Penalties	20,328,209	15,198,635	14,987,200	14,987,200	(211,435)	-1.4%
Revenue From Other Government Agencies	14,598,426	62,205,000	84,776,530	88,071,530	25,866,530	41.6%
Taxes - Other Than Current Property	129,363,645	123,677,413	124,909,969	124,909,969	1,232,556	1.0%
Taxes - Current Property	1,070,294,872	1,111,941,750	1,192,514,485	1,195,513,485	83,571,735	7.5%
<b>Total Revenues by Type</b>	<b>\$ 5,797,785,300</b>	<b>\$ 5,754,629,427</b>	<b>\$ 5,877,734,496</b>	<b>\$ 6,113,835,193</b>	<b>\$ 359,205,766</b>	<b>6.2%</b>

## Position by Committee - All Funds

	FY 2017 Approved	FY 2017 Adjusted	FY 2018 Recommended	Amount Change from 2017 Approved
Finance and Government	2,369.3	2,436.8	2,545.3	176.0
Public Safety and Justice	3,784.0	3,807.5	3,862.0	78.0
Children, Seniors, and Families	3,096.0	3,118.0	3,129.5	33.5
Santa Clara Valley Health and Hospital System	7,636.7	7,687.9	7,863.9	227.3
Housing, Land Use, Environment and Transportation	832.8	835.8	845.8	13.0
<b>Total</b>	<b>17,718.7</b>	<b>17,886.0</b>	<b>18,246.5</b>	<b>527.7</b>

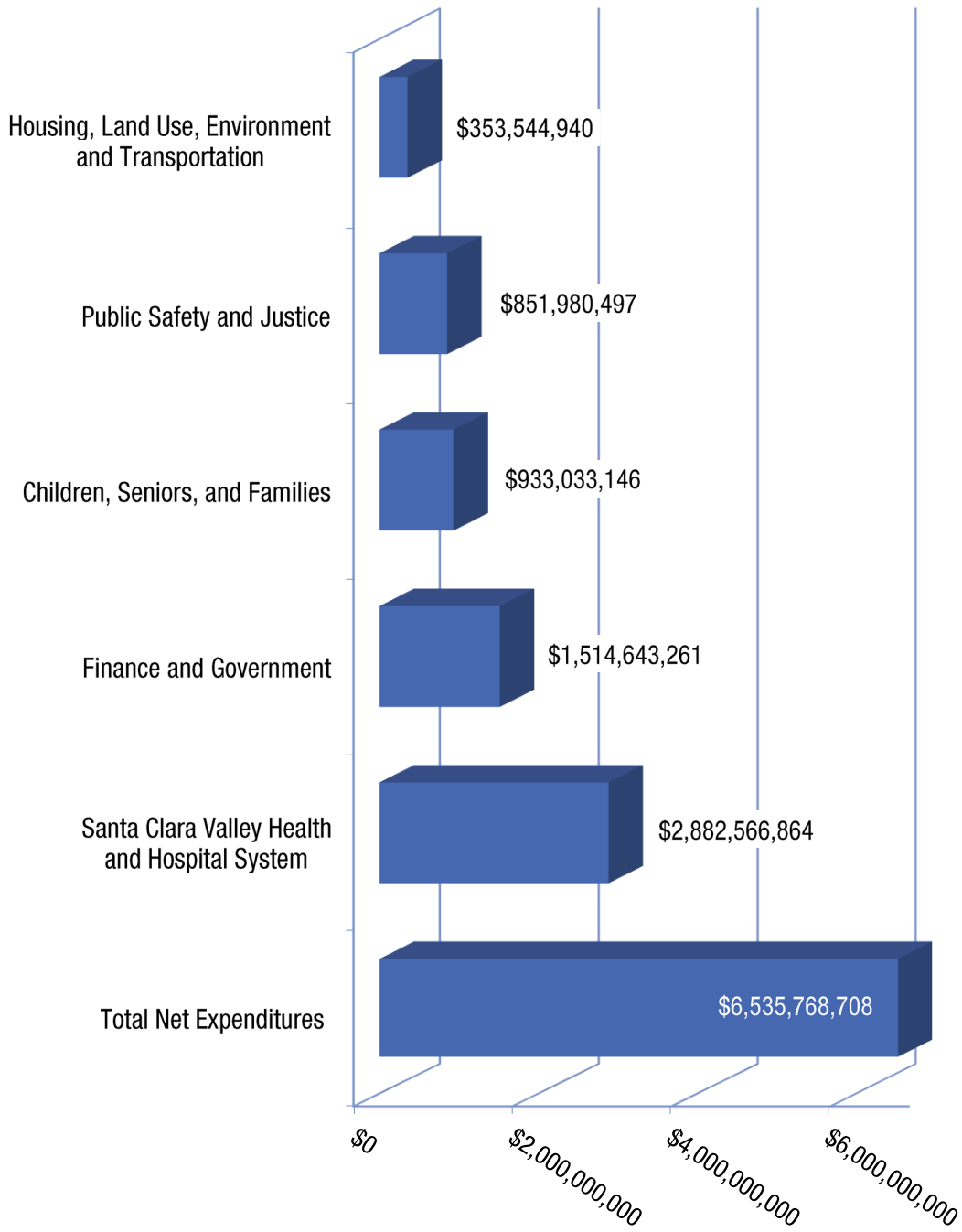


## All Fund Resources





# All Fund Expenditures



Introduction



## Funds Summary - General Fund

	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
<b>Expenditures by Policy Area</b>						
Finance and Government	\$ 474,698,845	\$ 836,227,122	\$ 491,410,442	\$ 990,259,572	\$ 154,032,450	18.4%
Public Safety and Justice	764,424,897	818,804,258	835,165,368	851,945,497	33,141,239	4.0%
Children, Seniors, and Families	777,069,145	883,327,517	889,828,879	896,110,500	12,782,983	1.4%
Santa Clara Valley Health and Hospital System	540,747,964	617,823,809	618,778,254	626,857,631	9,033,822	1.5%
Housing, Land Use, Environment and Transportation	24,305,257	31,497,337	31,477,320	32,167,424	670,087	2.1%
<b>Total Expenditures by Policy Area</b>	<b>\$ 2,581,246,108</b>	<b>\$ 3,187,680,044</b>	<b>\$ 2,866,660,263</b>	<b>\$ 3,397,340,624</b>	<b>\$ 209,660,580</b>	<b>6.6%</b>

<b>Expenditures by Object</b>						
Salary and Benefits	\$ 1,372,203,479	\$ 1,505,089,370	\$ 1,553,297,343	\$ 1,569,738,155	\$ 64,648,785	4.3%
Services And Supplies	1,212,661,304	1,457,135,224	1,422,062,360	1,506,131,930	48,996,706	3.4%
Other Charges	19,769,442	20,091,907	20,133,781	20,133,781	41,874	0.2%
Fixed Assets	7,751,728	1,900,013	3,031,533	6,232,583	4,332,570	228.0%
Operating/Equity Transfers	206,410,628	287,382,567	123,863,619	323,387,483	36,004,916	12.5%
Reserves	---	191,574,673	31,836,649	266,339,033	74,764,360	39.0%
<b>Total Gross Expenditures</b>	<b>\$ 2,818,796,581</b>	<b>\$ 3,463,173,754</b>	<b>\$ 3,154,225,285</b>	<b>\$ 3,691,962,965</b>	<b>\$ 228,789,211</b>	<b>6.6%</b>
Expenditure Transfers	(237,550,474)	(275,493,710)	(287,565,022)	(294,622,341)	(19,128,631)	6.9%
<b>Total Expenditures by Object</b>	<b>\$ 2,581,246,108</b>	<b>\$ 3,187,680,044</b>	<b>\$ 2,866,660,263</b>	<b>\$ 3,397,340,624</b>	<b>\$ 209,660,580</b>	<b>6.6%</b>

<b>Revenues by Policy Area</b>						
Finance and Government	\$ 1,329,685,023	\$ 1,245,254,473	\$ 1,411,137,795	\$ 1,446,419,643	\$ 201,165,170	16.2%
Public Safety and Justice	364,162,019	381,280,892	379,392,500	387,933,553	6,652,661	1.7%
Children, Seniors, and Families	691,477,109	754,964,527	742,231,047	743,007,157	(11,957,370)	-1.6%
Santa Clara Valley Health and Hospital System	358,272,068	391,142,437	398,494,085	397,150,413	6,007,976	1.5%
Housing, Land Use, Environment and Transportation	15,124,234	16,612,009	17,004,433	17,004,433	392,424	2.4%
<b>Total Revenues by Policy Area</b>	<b>\$ 2,758,720,453</b>	<b>\$ 2,789,254,338</b>	<b>\$ 2,948,259,860</b>	<b>\$ 2,991,515,199</b>	<b>\$ 202,260,861</b>	<b>7.3%</b>

<b>Revenues by Type</b>						
Aid From Government Agencies - State	\$ 663,801,601	\$ 689,956,955	\$ 691,089,950	\$ 691,788,504	\$ 1,831,548	0.3%
Other Financing Sources	477,458,989	414,235,826	500,006,232	538,594,120	124,358,294	30.0%
Charges For Services	124,061,195	117,453,452	114,243,825	114,256,146	(3,197,306)	-2.7%
Licenses, Permits, Franchises	11,257,021	11,766,022	11,457,412	11,457,412	(308,610)	-2.6%
Aid From Government Agencies - Federal	474,612,190	519,681,786	525,203,908	526,161,484	6,479,698	1.2%
Fines, Forfeitures, Penalties	11,719,032	11,445,635	11,234,200	11,234,200	(211,435)	-1.8%
Revenue From Other Government Agencies	1,208,639	605,000	1,832,810	1,832,810	1,227,810	202.9%
Taxes - Other Than Current Property	122,030,408	116,350,000	117,600,000	117,600,000	1,250,000	1.1%
Revenue From Use Of Money/Property	8,232,435	8,959,662	14,246,523	14,246,523	5,286,861	59.0%
Taxes - Current Property	864,338,944	898,800,000	961,345,000	964,344,000	65,544,000	7.3%
<b>Total Revenues by Type</b>	<b>\$ 2,758,720,453</b>	<b>\$ 2,789,254,338</b>	<b>\$ 2,948,259,860</b>	<b>\$ 2,991,515,199</b>	<b>\$ 202,260,861</b>	<b>7.3%</b>

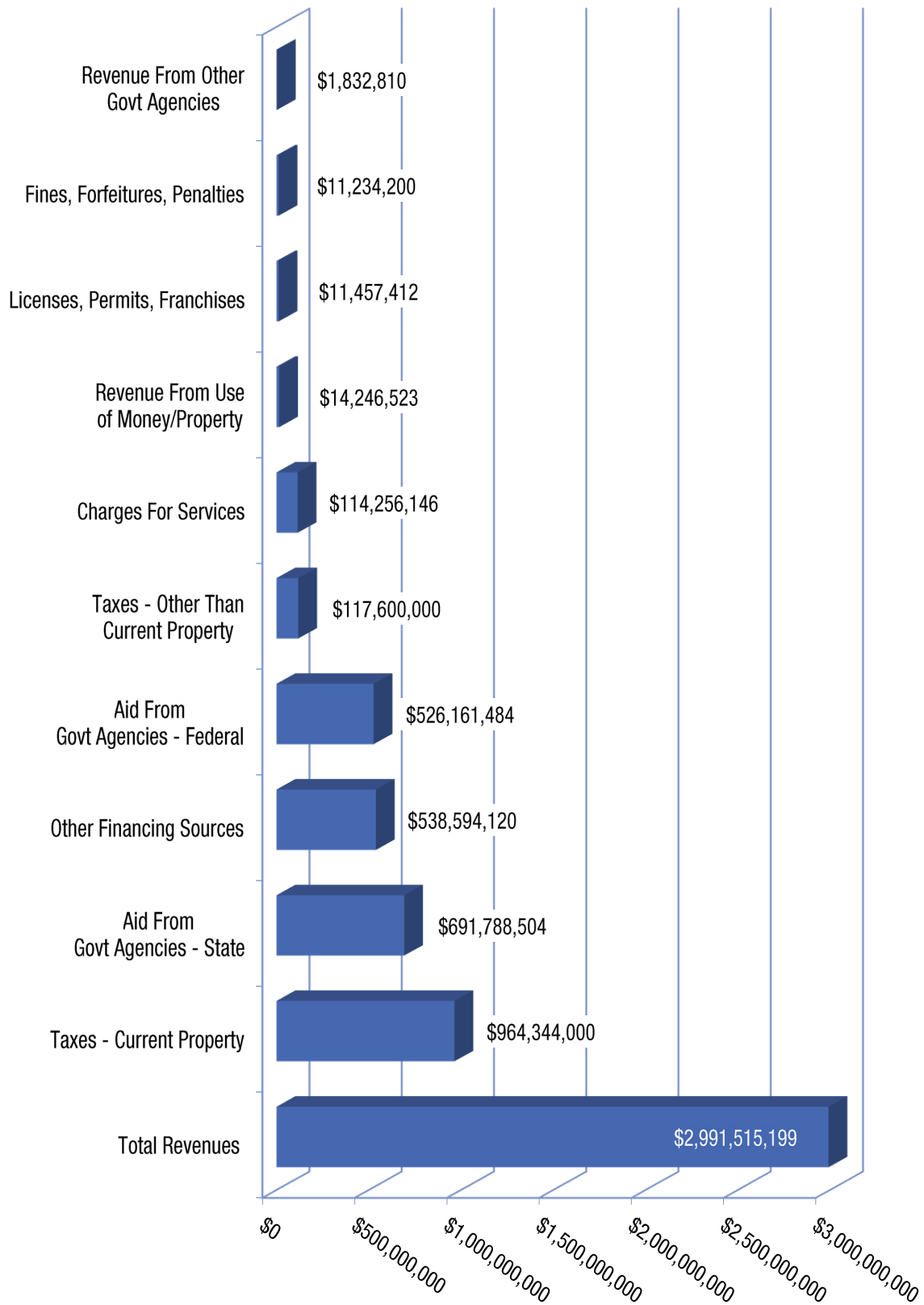


## Position by Committee - General Fund

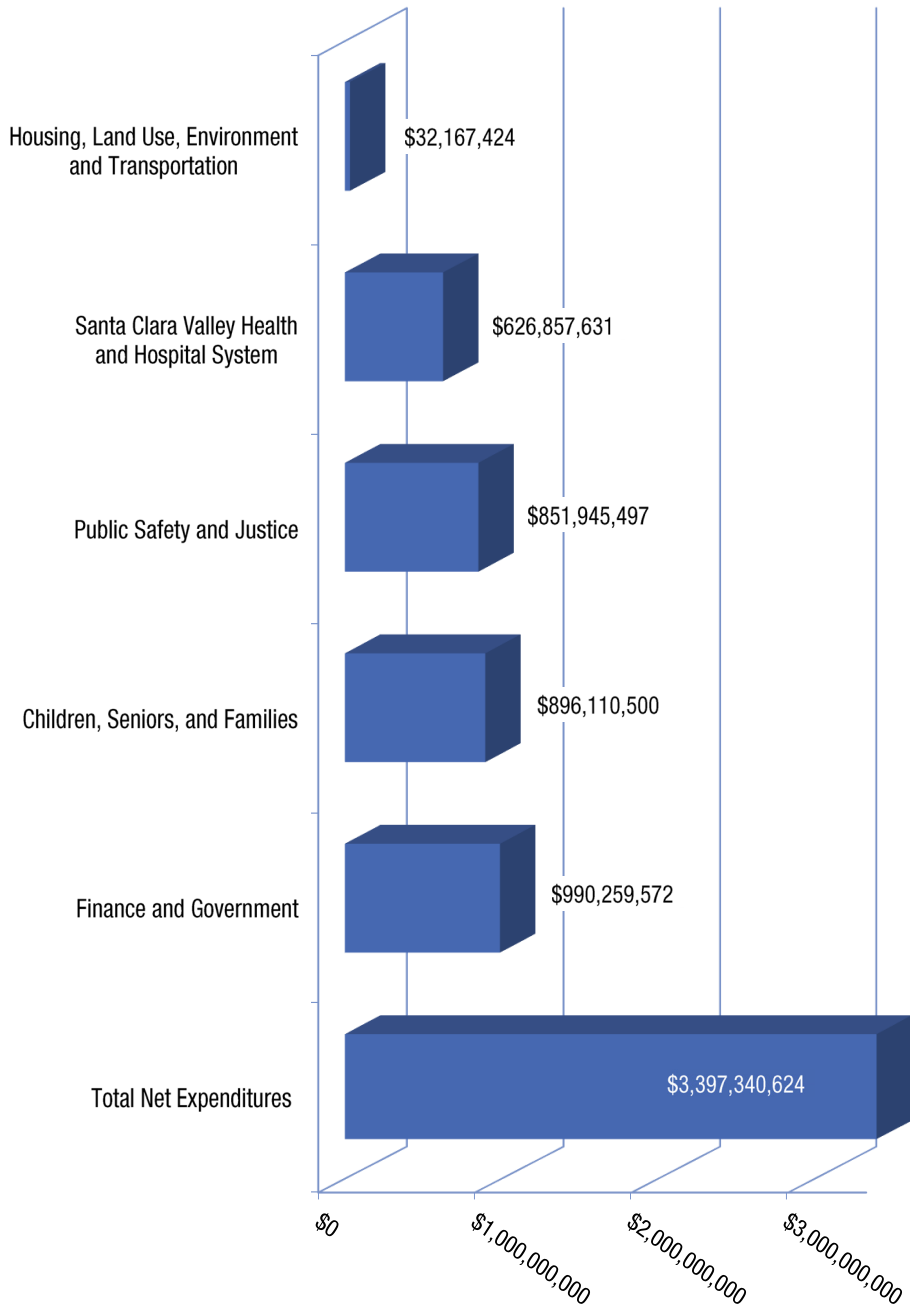
	FY 2017 Approved	FY 2017 Adjusted	FY 2018 Recommended	Amount Change from 2017 Approved
Finance and Government	1,705.5	1,832.5	1,872.0	166.5
Public Safety and Justice	3,784.0	3,807.5	3,862.0	78.0
Children, Seniors, and Families	2,866.0	2,888.0	2,903.5	37.5
Santa Clara Valley Health and Hospital System	1,484.7	1,500.4	1,517.9	33.2
Housing, Land Use, Environment and Transportation	191.0	193.0	196.0	5.0
<b>Total</b>	<b>10,031.2</b>	<b>10,221.4</b>	<b>10,351.4</b>	<b>320.2</b>



## General Fund Resources



# General Fund Expenditures



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

Budget Document	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 17-18 Recommended	\$405,825,425	\$142,317,286	\$163,200,000	\$32,349,727	\$67,958,412	
FY 16-17 Adopted	\$398,425,706	\$132,094,720	\$132,647,441	\$56,749,500	\$76,934,045	
FY 15-16 Adopted	\$299,534,638	\$155,587,079	\$59,002,765	\$38,655,752	\$46,289,042	
FY 14-15 Adopted	\$180,907,700	\$113,126,000	\$26,310,000	\$19,464,351	\$22,007,349	
FY 13-14 Adopted	\$205,350,000	\$106,583,000	\$29,800,000	\$26,192,453	\$42,774,547	
FY 12-13 Adopted	\$127,600,000	\$96,921,000	\$13,750,000		\$16,929,000	
FY 11-12 Adopted	\$99,124,000	\$91,376,397	\$7,747,603			
FY 10-11 Adopted	\$121,660,000	\$91,144,521	\$8,775,000	\$6,345,456	\$1,861,867	\$13,533,156
FY 09-10 Adopted	\$160,200,000	\$93,024,537	\$5,000,000	\$10,902,550	\$51,272,913	
FY 08-09 Adopted	\$93,200,000	\$93,200,000				
FY 07-08 Adopted	\$167,028,000	\$87,744,712	\$13,557,133	\$5,585,977	\$30,302,810	\$29,837,368
FY 06-07 Adopted	\$178,960,000	\$87,730,182	\$9,525,000	\$3,524,530	\$27,359,542	\$50,820,746
FY 05-06 Adopted	\$164,325,000	\$72,179,120	\$7,978,251	\$4,035,000	\$37,986,706	\$42,145,923
FY 04-05 Adopted	\$97,000,000	\$43,805,944	\$13,950,000	\$2,930,056		\$36,314,000
FY 03-04 Adopted	\$107,800,000	\$37,000,000	\$8,620,000	\$5,900,000	\$46,280,000	\$10,000,000
FY 02-03 Adopted	\$111,400,000	\$58,648,120	\$11,884,000	\$24,770,630	\$5,097,250	\$11,000,000
FY 01-02 Adopted	\$102,000,000	\$36,500,000	\$36,057,140	\$17,754,696	\$11,688,164	
FY 00-01 Adopted	\$88,000,000	\$28,100,000	\$35,400,000	\$19,382,745	\$5,117,255	

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 "One-time General Fund Resources and Recommended Allocations" for more detail.

b. Fund Balance amount is the prior year estimated fund balance in the Adopted Budget for each of the prior fiscal years and in the FY 17-18 Recommended Budget. Subsequent to the adoption of the 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 15-16 Actual	FY 16-17 Adopted	FY 17-18 Recommended
110	Controller-Treasurer	4002200	Aircraft Taxes	\$2,954,343	\$2,970,000	\$3,030,000
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$227,748,243	\$246,100,000	\$262,500,000
110	Controller-Treasurer	4010100	Sales Tax – Unincorporated Area	\$3,999,976	\$5,000,000	\$5,000,000
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$1,134,727	\$500,000	\$0
110	Controller-Treasurer	4010350	Sales Tax – 2013 Measure A	\$49,497,203	\$51,000,000	\$51,000,000
110	Controller-Treasurer	4301100	Interest-Deposits and Investments	\$7,017,248	\$8,033,749	\$13,320,611
110	Controller-Treasurer	4403100	State-Motor Vehicle	\$33,407,998	\$37,467,718	\$41,128,170
110	Controller-Treasurer	4920115	2011 Public Safety Realign-SB 1020	\$18,968,991	\$21,224,109	\$25,615,306
110	Controller-Treasurer	4404100	State-Highway Prop	\$1,686	\$2,200	\$0
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$2,617,204	\$2,627,000	\$2,500,000
110	Controller-Treasurer	4001100	Current Secured	\$377,662,580	\$409,800,000	\$436,400,000
110	Controller-Treasurer	4002100	Current Unsecured	\$34,288,871	\$36,600,000	\$36,500,000
110	Controller-Treasurer	4001500	Property Tax - RPTTF Residual	\$16,955,283	\$15,500,000	\$20,544,000
110	Controller-Treasurer	4001600	Property Tax - Other	\$3,982,422	\$0	\$1,690,000
110	Controller-Treasurer	4003100	Property Taxes – Retiree Benefit Levy	\$182,518,152	\$174,800,000	\$191,500,000
110	Controller-Treasurer	4006100	Prop Taxes-SB 813	\$17,698,518	\$16,000,000	\$16,900,000



## General Fund Discretionary Revenue

BU	Department	Revenue Account	Account Name	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Recommended
110	Controller-Treasurer	4205100	Penalties and Costs	\$31,580,680	\$26,000,000	\$26,000,000
110	Controller-Treasurer	4600110	Redevelopment Agency Pass-Through	\$60,181,476	\$34,600,000	\$72,660,000
110	Controller-Treasurer	4980220	Trust Funds - Property Tax - ERAF	\$75,301,825	\$6,000,000	\$60,000,000
114	County Recorder	4020300	Real Property Transfer Tax	\$27,310,722	\$30,000,000	\$30,000,000
148	Department of Revenue	4020400	Transient Occupancy Tax	\$523,687	\$480,000	\$480,000
148	Department of Revenue	4106100	Franchises	\$1,717,043	\$1,850,000	\$1,850,000
501	Social Services Agency	4301100	Interest-Deposits	\$233,416	\$161,679	\$161,679
<b>Total Discretionary Revenue</b>				<b>\$1,177,292,644</b>	<b>\$1,126,716,455</b>	<b>\$1,298,779,766</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 \$1.3 billion in the FY 17-18 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 17-18 Use of Discretionary Revenue and Fund Balance

	FY 17-18 Recommended Budget Level		Use of FY 16-17 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	\$8,646,088	\$8,646,088	\$0	\$0	\$0	\$0
Clerk of the Board of Supervisors	\$9,119,889	\$9,119,889	\$0	\$0	\$0	\$0
County Executive	\$29,387,372	\$29,387,372	\$0	\$0	\$0	\$0
Assessor	\$38,872,800	\$38,872,800	\$0	\$0	\$0	\$0



**FY 17-18 Use of Discretionary Revenue and Fund Balance (Continued)**

	FY 17-18 Recommended Budget Level			Use of FY 16-17 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
Procurement Department	\$14,792,038	\$14,792,038	\$0	\$0	\$0	\$0
County Counsel	\$23,168,068	\$23,168,068	\$0	\$0	\$0	\$0
Registrar Of Voters	\$19,842,265	\$19,842,265	\$0	\$0	\$0	\$0
Information Services	\$41,428,191	\$18,928,191	\$22,500,000	\$22,500,000	\$0	\$22,500,000
Communications Department	\$25,322,914	\$21,490,414	\$3,832,500	\$3,832,500	\$0	\$3,832,500
Facilities Department	\$254,504,581	\$81,482,121	\$173,019,460	\$173,019,460	\$0	\$173,019,460
Employee Services Agency	\$23,496,516	\$23,496,516	\$0	\$0	\$0	\$0
Finance Agency	(\$28,603,522)	(\$29,253,522)	\$650,000	\$650,000	\$0	\$650,000
<b>Finance &amp; Government Operations</b>	<b>\$459,974,198</b>	<b>\$259,972,238</b>	<b>\$200,001,960</b>	<b>\$200,001,960</b>	<b>\$0</b>	<b>\$200,001,960</b>
% of General Fund Operations Total	32.0%	21.1%	97.4%	97.4%	0.0%	97.4%
District Attorney Department	\$105,585,418	\$105,585,418	\$0	\$0	\$0	\$0
Public Defender	\$62,742,010	\$62,742,010	\$0	\$0	\$0	\$0
Office Of Pretrial Services	\$5,516,216	\$5,516,216	\$0	\$0	\$0	\$0
Criminal Justice Support	(\$177,587,351)	(\$177,587,351)	\$0	\$0	\$0	\$0
Sheriff's Department	\$95,296,492	\$95,296,492	\$0	\$0	\$0	\$0
Sheriff's DOC Contract	\$136,783,798	\$136,783,798	\$0	\$0	\$0	\$0
Department Of Correction	\$99,629,859	\$99,629,859	\$0	\$0	\$0	\$0
Probation Department	\$130,074,112	\$130,074,112	\$0	\$0	\$0	\$0
Medical Examiner-Coroner	\$5,971,390	\$5,971,390	\$0	\$0	\$0	\$0
<b>Public Safety &amp; Justice</b>	<b>\$464,011,944</b>	<b>\$464,011,944</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
% of General Fund Operations Total	32.3%	37.7%	0.0%	0.0%	0.0%	0.0%
In-Home Supportive Services	\$96,548,119	\$96,548,119	\$0	\$0	\$0	\$0
Social Services Agency Office	\$99,991,708	\$99,991,708	\$0	\$0	\$0	\$0
SSA-1991 Realignment	(\$92,987,954)	(\$92,987,954)	\$0	\$0	\$0	\$0
SSA-Family & Children Services	\$81,503,799	\$81,503,799	\$0	\$0	\$0	\$0
SSA-Employment & Benefit Services	(\$35,233,678)	(\$35,233,678)	\$0	\$0	\$0	\$0
SSA-Aging & Adult Services	\$3,443,029	\$3,443,029	\$0	\$0	\$0	\$0
<b>Children, Seniors &amp; Families</b>	<b>\$153,265,023</b>	<b>\$153,265,023</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
% of General Fund Operations Total	10.7%	12.4%	0.0%	0.0%	0.0%	0.0%
Public Health	\$46,646,863	\$46,646,863	\$0	\$0	\$0	\$0
Behavioral Health Services Department	\$197,450,705	\$192,083,478	\$5,367,227	\$5,367,227	\$0	\$5,367,227
Custody Health Services	\$0	\$0	\$0	\$0	\$0	\$0
Community Health Services	\$14,859,105	\$14,859,105	\$0	\$0	\$0	\$0
Special Programs-SCVMC Subsidy	\$85,155,473	\$85,155,473	\$0	\$0	\$0	\$0





**FY 17-18 Use of Discretionary Revenue and Fund Balance (Continued)**

	FY 17-18 Recommended Budget Level			Use of FY 16-17 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>Health &amp; Hospital</b>	<b>\$344,112,145</b>	<b>\$338,744,918</b>	<b>\$5,367,227</b>	<b>\$5,367,227</b>	<b>\$0</b>	<b>\$5,367,227</b>
% of General Fund Operations Total	24.0%	27.5%	2.6%	2.6%	0.0%	2.6%
Planning and Development Department	\$7,781,802	\$7,781,802	\$0	\$0	\$0	\$0
Consumer & Environmental Protection Agency	\$7,381,189	\$7,381,189	\$0	\$0	\$0	\$0
<b>Housing, Land Use, Environment &amp; Transportation</b>	<b>\$15,162,991</b>	<b>\$15,162,991</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
% of General Fund Operations Total	1.1%	1.2%	0.0%	0.0%	0.0%	0.0%
<b>General Fund Operations Total</b>	<b>\$1,436,526,301</b>	<b>\$1,231,157,114</b>	<b>\$205,369,187</b>	<b>\$205,369,187</b>	<b>\$0</b>	<b>\$205,369,187</b>
% of General Fund Total	84.3%	94.8%	50.6%	50.6%	0.0%	50.6%
<b>General Fund Special Programs &amp; Reserves</b>						
Special Programs	\$125,761,604	\$67,622,652	\$58,138,952	\$58,138,952	\$0	\$58,138,952
Contingency Reserve	\$142,317,286	\$0	\$142,317,286	\$142,317,286	\$0	\$142,317,286
<b>Special Programs &amp; Reserves Total</b>	<b>\$268,078,890</b>	<b>\$67,622,652</b>	<b>\$200,456,238</b>	<b>\$200,456,238</b>	<b>\$0</b>	<b>\$200,456,238</b>
% of General Fund Total	15.7%	5.2%	49.4%	49.4%	0.0%	49.4%
<b>Total General Fund</b>	<b>\$1,704,605,191</b>	<b>\$1,298,779,766</b>	<b>\$405,825,425</b>	<b>\$405,825,425</b>	<b>\$0</b>	<b>\$405,825,425</b>



# Board Policy 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.

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# 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

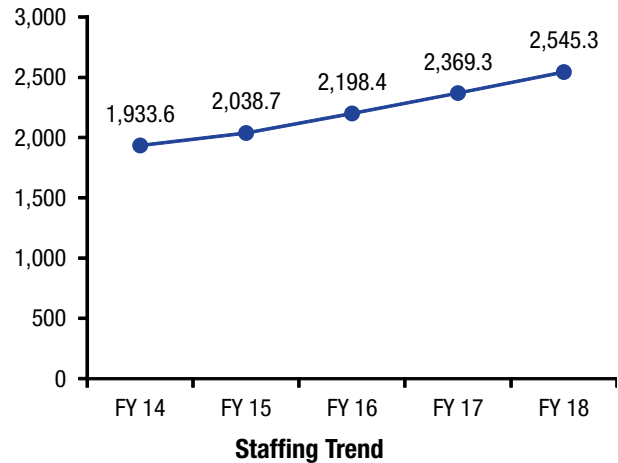
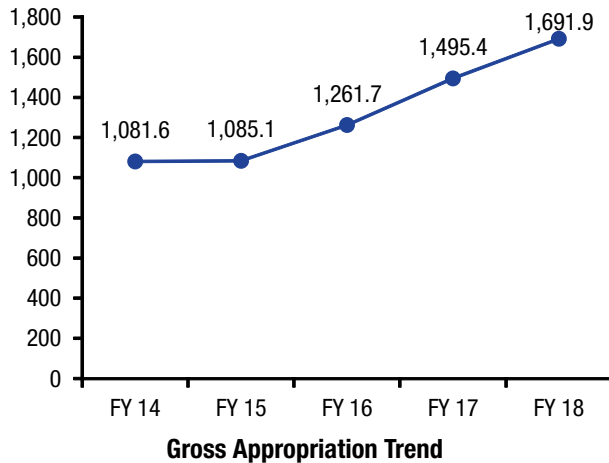
- ➔ Appropriations for Contingencies
- ➔ Special Programs and Reserves
- ➔ Supervisorial District # 1
- ➔ Supervisorial District # 2
- ➔ Supervisorial District # 3
- ➔ Supervisorial District # 4
- ➔ Supervisorial District # 5
- ➔ Clerk of the Board
- ➔ Office of the County Executive
- ➔ Office of the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

# 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, 108, 113, 168
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, 111, 114, 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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
119	Special Programs	\$ 136,222,082	\$ 191,524,101	\$ 117,415,692	\$ 226,339,881	\$ 34,815,780	18.2%
910	Reserves	—	132,094,720	—	142,317,286	10,222,566	7.7%
101	Supervisory District #1	1,256,097	1,538,457	1,698,612	1,701,225	162,768	10.6%
102	Supervisory District #2	1,433,906	1,538,457	1,698,617	1,701,225	162,768	10.6%
103	Supervisory District #3	1,413,150	1,538,457	1,698,612	1,701,225	162,768	10.6%
104	Supervisory District #4	1,200,299	1,538,457	1,698,613	1,701,225	162,768	10.6%
105	Supervisory District #5	1,450,183	1,538,457	1,838,820	1,841,188	302,731	19.7%
106	Clerk-Board of Supervisors	7,097,713	7,993,833	8,331,674	9,181,762	1,187,929	14.9%
107	County Executive	37,234,032	38,384,661	41,076,435	48,867,635	10,482,974	27.3%
108	Risk Management	75,005,177	78,720,784	83,092,531	83,601,974	4,881,190	6.2%
113	Local Agency Formation Comm-LAFCO	463,441	693,505	892,710	891,801	198,296	28.6%
168	Office of Supportive Housing	12,124,587	28,044,896	39,394,374	50,526,273	22,481,376	80.2%
115	Assessor	37,283,132	43,781,061	43,985,589	44,800,140	1,019,079	2.3%
117	Measure B	3,273,434	31,000	31,000	31,000	—	—
118	Procurement	10,932,938	15,655,470	15,398,718	15,406,738	(248,732)	-1.6%
120	County Counsel	16,203,544	19,431,783	22,482,541	23,939,002	4,507,219	23.2%
140	Registrar of Voters	18,775,421	20,722,878	23,940,177	25,333,190	4,610,312	22.2%
145	Information Services	86,530,348	147,126,440	101,378,820	133,921,613	(13,204,828)	-9.0%
190	Communications Department	16,417,676	19,967,899	19,226,865	26,525,678	6,557,778	32.8%
263	Facilities Department	210,419,668	341,348,464	75,131,939	405,756,810	64,408,346	18.9%
135	Fleet Services	26,949,373	25,792,923	24,382,280	25,522,426	(270,496)	-1.0%
610	County Library Headquarters	39,259,406	68,265,494	69,027,473	69,008,742	743,248	1.1%
130	Employee Services Agency	38,502,668	43,675,157	44,417,414	46,549,173	2,874,016	6.6%
110	Controller-Treasurer	(32,129,101)	(27,858,060)	(3,135,919)	(2,890,725)	24,967,335	-89.6%
111	Department of Tax & Collections	21,685,545	24,127,862	25,197,274	25,650,316	1,522,454	6.3%
810	County Debt Service	274,008,452	89,910,843	91,655,668	91,655,668	1,744,825	1.9%
114	County Recorder	9,872,834	12,256,355	11,818,912	13,060,791	804,436	6.6%
<b>Total Net Expenditures</b>		<b>\$ 1,052,886,004</b>	<b>\$ 1,329,384,356</b>	<b>\$ 863,775,440</b>	<b>\$ 1,514,643,261</b>	<b>\$ 185,258,905</b>	<b>13.9%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
119	Special Programs	\$ 136,222,082	\$ 191,524,101	\$ 117,415,692	\$ 226,339,881	\$ 34,815,780	18.2%
910	Reserves	—	132,094,720	—	142,317,286	10,222,566	7.7%
101	Supervisory District #1	1,256,097	1,538,457	1,698,612	1,701,225	162,768	10.6%
102	Supervisory District #2	1,433,906	1,538,457	1,698,617	1,701,225	162,768	10.6%
103	Supervisory District #3	1,413,150	1,538,457	1,698,612	1,701,225	162,768	10.6%
104	Supervisory District #4	1,200,299	1,538,457	1,698,613	1,701,225	162,768	10.6%
105	Supervisory District #5	1,450,183	1,538,457	1,838,820	1,841,188	302,731	19.7%
106	Clerk-Board of Supervisors	7,150,168	8,045,265	8,383,106	9,233,194	1,187,929	14.8%
107	County Executive	38,077,475	39,166,043	42,074,828	52,015,891	12,849,848	32.8%





## Gross Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
108	Risk Management	76,236,647	82,432,143	84,712,303	85,220,172	2,788,028	3.4%
113	Local Agency Formation Comm-LAFCO	684,109	914,173	1,113,378	1,112,469	198,296	21.7%
168	Office of Supportive Housing	14,037,659	30,355,153	41,997,979	53,129,878	22,774,724	75.0%
115	Assessor	37,283,132	43,781,061	43,985,589	44,800,140	1,019,079	2.3%
117	Measure B	3,273,434	31,000	31,000	31,000	—	—
118	Procurement	11,544,813	16,300,970	16,044,218	16,052,238	(248,732)	-1.5%
120	County Counsel	38,358,953	42,299,669	45,986,605	47,443,066	5,143,397	12.2%
140	Registrar of Voters	18,775,421	20,722,878	23,940,177	25,333,190	4,610,312	22.2%
145	Information Services	88,136,712	148,907,567	103,159,947	135,702,740	(13,204,828)	-8.9%
190	Communications Department	22,512,259	26,288,651	26,036,892	33,628,271	7,339,619	27.9%
263	Facilities Department	259,624,381	396,079,917	130,719,914	462,094,502	66,014,585	16.7%
135	Fleet Services	26,949,373	25,792,923	24,382,280	25,522,426	(270,496)	-1.0%
610	County Library Headquarters	39,259,406	68,265,494	69,027,473	69,008,742	743,248	1.1%
130	Employee Services Agency	46,919,741	52,849,810	54,746,846	57,207,486	4,357,676	8.2%
110	Controller-Treasurer	22,965,859	35,544,503	64,161,109	64,406,303	28,861,800	81.2%
111	Department of Tax & Collections	21,685,545	24,127,862	25,197,274	27,985,075	3,857,213	16.0%
810	County Debt Service	274,008,452	89,910,843	91,655,668	91,655,668	1,744,825	1.9%
114	County Recorder	9,872,834	12,256,355	11,818,912	13,060,791	804,436	6.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,200,332,088</b>	<b>\$ 1,495,383,389</b>	<b>\$ 1,035,224,463</b>	<b>\$ 1,691,946,496</b>	<b>\$ 196,563,107</b>	<b>13.1%</b>

## Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
119	Special Programs	\$ 21,575,884	\$ 15,422,804	\$ 15,422,804	\$ 15,422,804	\$ —	—
910	Reserves	—	—	—	—	—	—
101	Supervisory District #1	—	—	—	—	—	—
102	Supervisory District #2	—	—	—	—	—	—
103	Supervisory District #3	8,280	—	—	—	—	—
104	Supervisory District #4	—	—	—	—	—	—
105	Supervisory District #5	—	—	—	—	—	—
106	Clerk-Board of Supervisors	163,180	60,373	60,373	60,373	—	—
107	County Executive	16,115,074	12,735,764	12,726,764	13,024,764	289,000	2.3%
108	Risk Management	84,838,607	122,257,521	93,183,017	93,183,017	(29,074,504)	-23.8%
113	Local Agency Formation Comm-LAFCO	593,620	441,189	441,189	441,189	—	—
168	Office of Supportive Housing	2,949,355	12,720,537	15,167,523	22,146,383	9,425,846	74.1%
115	Assessor	1,147,354	5,927,790	5,927,340	5,927,340	(450)	0.0%
117	Measure B	4,108	3,000	1,000	1,000	(2,000)	-66.7%
118	Procurement	554,329	489,000	614,700	614,700	125,700	25.7%
120	County Counsel	1,108,896	1,066,040	770,934	770,934	(295,106)	-27.7%
140	Registrar of Voters	4,488,537	5,490,925	5,490,925	5,490,925	—	—

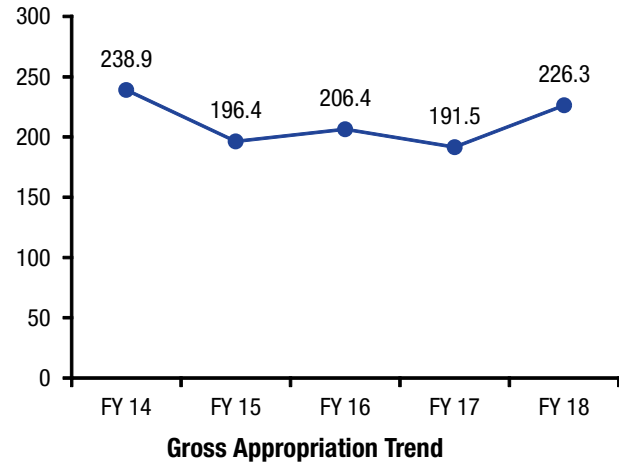


## Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
145	Information Services	68,509,073	79,883,160	88,316,081	92,666,281	12,783,121	16.0%
190	Communications Department	1,260,535	1,196,776	1,196,776	1,202,764	5,988	0.5%
263	Facilities Department	136,015,747	139,184,933	5,805,229	151,255,229	12,070,296	8.7%
135	Fleet Services	27,530,869	29,894,083	29,716,594	30,741,594	847,511	2.8%
610	County Library Headquarters	44,449,765	41,371,777	41,371,777	41,371,777	—	—
130	Employee Services Agency	26,206,672	28,857,837	28,765,282	28,765,282	(92,555)	-0.3%
110	Controller-Treasurer	1,185,599,068	1,129,901,978	1,294,549,158	1,322,548,158	192,646,180	17.0%
111	Department of Tax & Collections	20,302,559	19,811,400	16,273,400	16,273,400	(3,538,000)	-17.9%
810	County Debt Service	153,351,910	99,157,122	99,958,522	99,958,522	801,400	0.8%
114	County Recorder	40,882,671	44,600,401	44,641,287	44,641,287	40,886	0.1%
<b>Total Revenues</b>		<b>\$ 1,837,656,094</b>	<b>\$ 1,790,474,411</b>	<b>\$ 1,800,400,677</b>	<b>\$ 1,986,507,725</b>	<b>\$ 196,033,314</b>	<b>10.9%</b>



# Special Programs and Reserves



## Description of Major Services

Special Programs is a unique component of the Santa Clara County General Fund budget. This budget unit accommodates programs that cross departmental lines or that need to be managed centrally. The Special Programs budget includes a variety of appropriations managed by the Office of Budget and Analysis but does not include any funded positions. Significant items in this budget unit are described below.

### Santa Clara Valley Medical Center Subsidy

Santa Clara Valley Medical Center (SCVMC) collects revenue from State and Federal programs, insurance companies and cash-paying patients. However, these revenues are less than expenditures so a General Fund subsidy is provided as a transfer from Special Programs to SCVMC. Details of this subsidy can be found in the SCVMC section of this document.

### Tobacco Settlement

Tobacco Settlement revenue, from payments made by tobacco companies to compensate states for smoking-related health-care costs is budgeted at \$15.4 million for FY17-18. These monies are primarily allocated to SCVMC through the General Fund subsidy (\$12 million) and to the Children’s Health Initiative (\$3 million). The remaining revenue is a source of funding for health programs but is not tied to any specific program or expenditure. Debt service for the securitization of this

revenue - the County has issued bonds to be repaid with settlement revenue - is also budgeted in Special Programs.

### 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.

### Primary Care Access Program

The Primary Care Access Program is a pilot program established in 2015 to improve health care access and outcomes for about 5,000 low income adult residents of Santa Clara County. The goal of the program is to provide preventative health care for these individuals.

### 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. More information on this program can be found in the Introduction section of this document.



### Eco Pass Program

The Eco Pass Program provides County employees with access to the Valley Transportation Agency transportation system in order to reduce the environmental impact of the commute to work.

### Insurance and Training Costs for Volunteer Fire Departments

The County pays for training and insurance for volunteer fire fighters in the unincorporated areas of the County.

### Library Services

The General Fund pays for the cost of library services in the unincorporated areas of the County.

### School Crossing Guard Program

The County contracts with the City of San Jose to provide crossing guards at certain intersections in the unincorporated areas of the County.

### Silicon Valley Creates

The County generally provides an annual contribution to the arts-promotion organization Silicon Valley Creates in an amount equal to the prior year transient occupancy tax collected by the County.

### Salt Marsh Safari Program

The General Fund pays for the Salt Marsh Safari Program operated by the Department of Parks and Recreation via a transfer of funds from Special Programs to the Parks Department.

### Reserves

Ongoing reserves for retirement benefits exceeding Internal Revenue Code Section limits on individual pension amounts, job reclassifications, and cash equal to one payroll are budgeted in Special Programs.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Establish Reserve for Federal and State Budget Impacts	●	Establishing a reserve provides funding for future Board action but has no impact on service		\$25,000,000	\$50,000,000
Establish Reserve to Increase Building Capacity	●	Establishing a reserve provides funding for future Board action but has no impact on service		\$4,097,616	\$8,273,113
Establish Reserve for Playground Grant Program	●	Establishing a reserve provides funding for future Board action but has no impact on service			\$10,000,000
Establish Reserve for Permanent Supportive Housing Services	●	Establishing a reserve provides funding for future Board action but has no impact on service			\$10,000,000
Increase Santa Clara Valley Medical Center Subsidy	↑	Allows VMC to transition from the current facility to the new Sobrato Pavilion			\$6,039,091
FY18-19 Fleet Acquisition	↑	Allows the County to procure vehicles on a more timely basis			\$1,000,000
Augment Reserve for Surveillance and Security Capital Project Needs	●	Augmenting a reserve provides funding for future Board action but has no impact on service			\$800,000
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



**Summary of County Executive's Recommendations**

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Reduce Reserve for Jail Reform and Oversight	●	Reducing a reserve has no impact on services. See Custody Health and the Department of Corrections for associated service impact		(\$1,758,153)	
Reduce Reserve for 2012 Measure A Unallocated Funds	●	Reducing this reserve has no impact on service. Recommended allocation of this reserve is discussed in the applicable department		(\$4,527,478)	
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

Section 1: Finance and Government

**● Establish Reserve for Federal and State Budget Impacts**

**Recommended Action:** Allocate \$25,000,000 in ongoing funds and \$50,000,000 in one-time funds to a reserve for potential financial impacts to the County resulting from Federal and State actions.

**Background:** The new Federal administration has several initiatives that could have a negative financial impact on the County. These include the repeal and replacement of the Affordable Care Act as well as the implementation of the executive order “Enhancing Public Safety in the Interior of the United States.”

Additionally, the January budget presented by the governor of California contained significant revisions to funding formulas, particularly relating to In-Home Supportive Services. While this is still an active area of negotiation, the likelihood of a negative financial impact on the County is high.

The Administration recommends reserving both ongoing and one-time funds to allow the County time to adjust to new revenue streams.

**Ongoing Cost: \$25,000,000**  
**One-Time Cost: \$50,000,000**

**● Establish Reserve to Increase Building Capacity**

**Recommended Action:** Allocate \$4,097,616 in ongoing funds and \$8,273,113 in one-time funds to a reserve to increase building occupancy capacity to house the new positions established in this budget process.

**Background:** The Recommended Budget includes over three hundred new positions. The current building inventory and configuration will not be able to accommodate all of these new employees. The Facilities Department will be evaluating several solutions to house these employees. Potential solutions include acquiring new buildings, remodeling existing buildings and leasing additional building space. This reserve will provide funding for the selected solutions.

**Ongoing Cost: \$4,097,616**  
**One-Time Cost: \$8,273,113**

**● Establish Reserve for Playground Grant Program**

**Recommended Action:** Allocate \$10,000,000 in one-time funds to a Parks Fund reserve for the establishment of a playground grant program.

**Service Impact:** This reserve will be used for the construction of one or two all-inclusive playgrounds in each of the five supervisorial districts in the County. The program will provide grants to local cities, non-profits or other governmental entities interested in building all-inclusive playgrounds in their communities. Grants will be provided as a match to



funds raised by the other agency. Details of the program can be found in the Parks and Recreation Department section of this document.

**One-Time Cost: \$10,000,000**  
Transfer to Parks Fund

### ● Establish Reserve for Permanent Affordable Housing Services

**Recommended Action:** Allocate \$10,000,000 in one-time funds to a reserve to fund supportive services in permanent supportive housing developments.

**Background:** These funds would be available to pay for supportive services in permanent supportive housing developments. This reserve would relieve potential developers of having to create project-specific reserves for special services.

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

### ↑ Increase Santa Clara Valley Medical Center Subsidy

**Recommended Action:** Allocate \$6,039,091 in one-time funds to allow for the relocation of patients to Sobrato Pavilion, the new Santa Clara Valley Medical Center (SCVMC) hospital building that will open in FY 17-18.

**Service Impact:** The County expects to complete construction of its new hospital building in FY 17-18. This building will allow for an increased census in the Medical-Surgical Units and will expand the Rehabilitation Hospital. Additional information on this item can be found in the SCVMC section of this document.

**One-Time Cost: \$6,039,091**  
Transfer to the VMC Enterprise Fund

### ↑ FY 18-19 Fleet Acquisition

**Recommended Action:** Allocate \$1,000,000 in one-time funds to allow for the timely purchase of FY 18-19 replacement vehicles as a transfer to the Fleet Fund.

**Background:** Funding the subsequent year's fleet replacement vehicles permits the Facilities and Fleet Department to competitively solicit vehicles in the first quarter of FY 17-18, guaranteeing vehicles can be put in

service in the first quarter of FY 18-19. Additional information on this item can be found in the Facilities and Fleet section of this document.

**One-Time Cost: \$1,000,000**  
Transfer to the Fleet Fund

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

**Recommended Action:** Allocate \$800,000 in one-time funds to a reserve for capital needs related to surveillance and security.

**Background:** Many County departments have requested capital funding to replace or augment existing surveillance systems. The Administration will assess the applicable facilities and recommend a cohesive approach to enhancing their security. The FY 16-17 Adopted Budget allocated \$3 million for this purpose. To date, \$2.3 million of this reserve has been allocated to specific projects. The Administration anticipates another \$800,000 will be needed for these projects.

**One-Time Cost: \$800,000**

### ● Reduce Reserve for Jail Reform and Oversight

**Recommended Action:** Reduce the reserve for jail reform and oversight by \$1,758,153 of ongoing funds.

**Background:** The FY 16-17 Adopted Budget established a reserve of \$2.5 million of ongoing funds for future jail reform and oversight actions. Recommended uses of this reserve are contained in the Custody Health and Department of Correction budgets. Additional information can be found in the Custody Health and Department of Correction section of this document.

**Ongoing Savings: \$1,758,153**  
Savings offset by cost in other departments

### ● Reduce Reserve for 2012 Measure A Unallocated Funds

**Recommended Action:** Reduce the reserve for 2012 unallocated Measure A funds by \$4,527,478 of ongoing funds.

**Background:** All expenditures of 2012 Measure A funds are approved by the Board. Any funds that haven't been allocated are tracked in this 2012 Measure A Unallocated Reserve. The FY 16-17 Adopted Budget contained a reserve of \$140,788 of unallocated 2012 Measure A funds. The cessation of several 2012 Measure A contracts at the end of FY16-17 provided an additional \$4,386,690 of unallocated 2012 Measure A funds. This yielded a total of \$4,527,478 of unallocated 2012 Measure A funds. This action reduces that reserve

in full. Recommended uses of this reserve are contained in various departments in this budget. Additional information can be found in the 2012 Measure A Sales Tax Summary in the Introduction section of this document.

**Ongoing Savings: \$4,527,478**

Savings offset by cost in other departments

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1001	Special Program Fund 0001	\$ 136,222,082	\$ 191,524,101	\$ 117,415,692	\$ 226,339,881	\$ 34,815,780	18.2%
<b>Total Net Expenditures</b>		<b>\$ 136,222,082</b>	<b>\$ 191,524,101</b>	<b>\$ 117,415,692</b>	<b>\$ 226,339,881</b>	<b>\$ 34,815,780</b>	<b>18.2%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1001	Special Program Fund 0001	\$ 136,222,082	\$ 191,524,101	\$ 117,415,692	\$ 226,339,881	\$ 34,815,780	18.2%
<b>Total Gross Expenditures</b>		<b>\$ 136,222,082</b>	<b>\$ 191,524,101</b>	<b>\$ 117,415,692</b>	<b>\$ 226,339,881</b>	<b>\$ 34,815,780</b>	<b>18.2%</b>

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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 4,031,517	\$ 2,365,800	\$ 1,847,818	\$ 1,847,818	\$ (517,982)	-21.9%
Operating/Equity Transfers	132,190,565	152,306,260	99,825,187	116,864,278	(35,441,982)	-23.3%
Reserves	—	36,852,041	15,742,687	107,627,785	70,775,744	192.1%
<b>Total Net Expenditures</b>	<b>\$ 136,222,082</b>	<b>\$ 191,524,101</b>	<b>\$ 117,415,692</b>	<b>\$ 226,339,881</b>	<b>\$ 34,815,780</b>	<b>18.2%</b>



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1001	Special Program Fund 0001	\$ 21,575,884	\$ 15,422,804	\$ 15,422,804	\$ 15,422,804	—	—
<b>Total Revenues</b>		<b>\$ 21,575,884</b>	<b>\$ 15,422,804</b>	<b>\$ 15,422,804</b>	<b>\$ 15,422,804</b>	<b>—</b>	<b>—</b>

### Special Programs— Budget Unit 119 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 15,357,045	\$ 15,422,804	\$ 15,422,804	\$ 15,422,804	—	—
Other Financing Sources	6,218,839	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 21,575,884</b>	<b>\$ 15,422,804</b>	<b>\$ 15,422,804</b>	<b>\$ 15,422,804</b>	<b>—</b>	<b>—</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 2017 Approved Budget		— \$ 191,524,101	\$ 15,422,804
Board Approved Adjustments During FY 2017		— (1,329,079)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		— —	—
IntraCounty Adjustments		— 13,000	—
Other Adjustments		— (72,792,330)	—
<b>Subtotal (Current Level Budget)</b>		<b>— \$ 117,415,692</b>	<b>\$ 15,422,804</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		— \$ 17,039,091	\$ —
Decision Packages			
168.07 Establish Reserve for Perm Supporting Housing Service		— 10,000,000	—
Reduce Reserve for Jail Reform and Oversight		— (1,758,153)	—
119.03 Establish Reserve for Federal and State Budget Impacts		— 25,000,000	—
119.04 Augment Reserve for Surveillance & Sec Cap Proj Needs		— 800,000	—
119.05 Establish Reserve for Federal & State Budget Impacts		— 50,000,000	—
Establish Reserve to Increase Building Capacity		— 12,370,729	—





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

	Positions	Appropriations	Revenues
Reduce Reserve for 2012 Meas A Unallocated Funds	—	(4,527,478)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	<b>\$ 108,924,189</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 226,339,881</b>	<b>\$ 15,422,804</b>

Section 1: Finance and Government



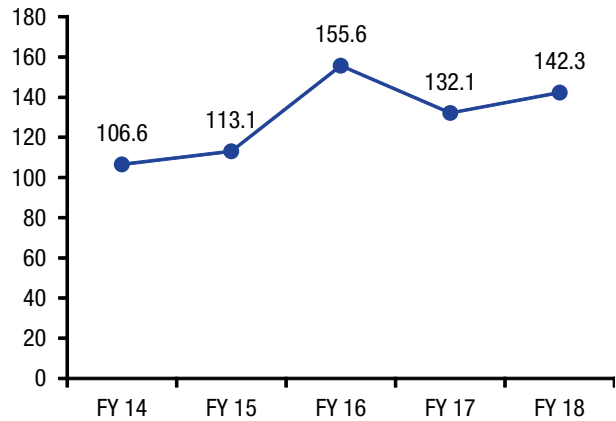
# Appropriations for Contingencies

## Overview

### Contingency Reserve

The Contingency Reserve is the major 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 Adopted Budget level of the Contingency Reserve each fiscal year.

## County Executive's Recommendation

### ● Establish FY 17-18 Contingency Reserve

**Recommended Action:** Set the General Fund Contingency Reserve 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 17-18 Recommended Budget is \$2,846,345,729 requiring a reserve of \$142,317,286.

**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 expenditures.

**Total One-time Cost: \$142,317,286**

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1010	County Reserve Fund 0001	\$ —	\$ 132,094,720	\$ —	\$ 142,317,286	\$ 10,222,566	7.7%
	<b>Total Net Expenditures</b>	<b>\$ —</b>	<b>\$ 132,094,720</b>	<b>\$ —</b>	<b>\$ 142,317,286</b>	<b>\$ 10,222,566</b>	<b>7.7%</b>



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1010	County Reserve Fund 0001	\$ —	\$ 132,094,720	\$ —	\$ 142,317,286	\$ 10,222,566	7.7%
<b>Total Gross Expenditures</b>		<b>\$ —</b>	<b>\$ 132,094,720</b>	<b>\$ —</b>	<b>\$ 142,317,286</b>	<b>\$ 10,222,566</b>	<b>7.7%</b>

### Reserves— Budget Unit 910 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Reserves	\$ —	\$ 132,094,720	\$ —	\$ 142,317,286	\$ 10,222,566	7.7%
<b>Total Net Expenditures</b>	<b>\$ —</b>	<b>\$ 132,094,720</b>	<b>\$ —</b>	<b>\$ 142,317,286</b>	<b>\$ 10,222,566</b>	<b>7.7%</b>

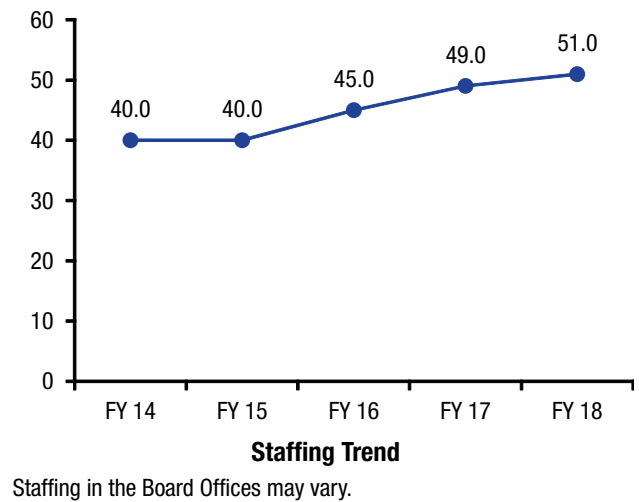
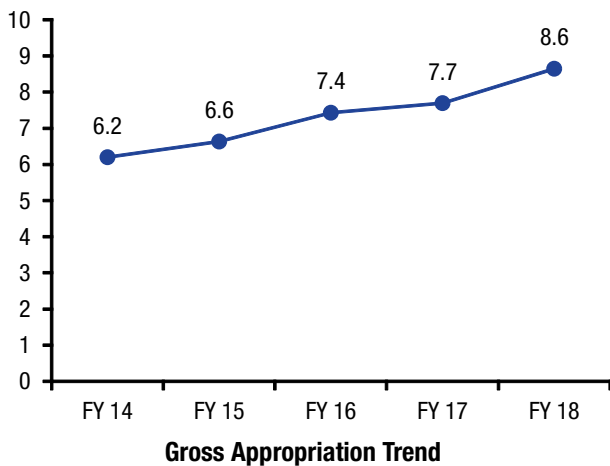
### County Reserve Fund 0001 — Cost Center 1010 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget		— \$ 132,094,720	\$ —
Board Approved Adjustments During FY 2017		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	(132,094,720)
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>— \$</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Establish FY17-18 GF Contingency Reserve		—	142,317,286
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>142,317,286 \$</b>
<b>Recommended Budget</b>		<b>— \$</b>	<b>142,317,286 \$</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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## 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 2017 Supervisor Dave Cortese is the designated Board President. Four board offices have a budget for ten full-time positions and one board office has a budget for eleven 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 17-18.

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,256,097	\$ 1,538,457	\$ 1,698,612	\$ 1,701,225	\$ 162,768	10.6%
<b>Total Net Expenditures</b>		<b>\$ 1,256,097</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,612</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,256,097	\$ 1,538,457	\$ 1,698,612	\$ 1,701,225	\$ 162,768	10.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,256,097</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,612</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 1,240,611	\$ 1,373,581	\$ 1,531,421	\$ 1,528,663	\$ 155,082	11.3%
Services And Supplies	15,487	164,876	167,191	172,562	7,686	4.7%
<b>Total Net Expenditures</b>	<b>\$ 1,256,097</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,612</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</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 2017 Approved Budget	10.0	\$ 1,538,457	\$ —
Board Approved Adjustments During FY 2017	—	139,963	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,723	—



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

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(2,974)	—
Other Adjustments	—	6,443	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0 \$</b>	<b>1,698,612 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	5,371 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,758)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>2,613 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>10.0 \$</b>	<b>1,701,225 \$</b>	<b>—</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,433,906	\$ 1,538,457	\$ 1,698,617	\$ 1,701,225	\$ 162,768	10.6%
	<b>Total Net Expenditures</b>	<b>\$ 1,433,906</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,617</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,433,906	\$ 1,538,457	\$ 1,698,617	\$ 1,701,225	\$ 162,768	10.6%
	<b>Total Gross Expenditures</b>	<b>\$ 1,433,906</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,617</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 1,381,315	\$ 1,379,555	\$ 1,537,385	\$ 1,534,627	\$ 155,072	11.2%
Services And Supplies	52,591	158,902	161,232	166,598	7,696	4.8%
<b>Total Net Expenditures</b>	<b>\$ 1,433,906</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,617</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</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 2017 Approved Budget	10.0	\$ 1,538,457	\$ —
Board Approved Adjustments During FY 2017	—	139,963	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,723	—
IntraCounty Adjustments	—	128	—
Other Adjustments	—	3,346	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 1,698,617</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,366	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,758)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,608</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 1,701,225</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,413,150	\$ 1,538,457	\$ 1,698,612	\$ 1,701,225	\$ 162,768	10.6%
	<b>Total Net Expenditures</b>	<b>\$ 1,413,150</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,612</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,413,150	\$ 1,538,457	\$ 1,698,612	\$ 1,701,225	\$ 162,768	10.6%
	<b>Total Gross Expenditures</b>	<b>\$ 1,413,150</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,612</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>





### Supervisorial District #3— Budget Unit 103 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 1,342,296	\$ 1,374,050	\$ 1,531,890	\$ 1,529,132	\$ 155,082	11.3%
Services And Supplies	70,855	164,407	166,722	172,093	7,686	4.7%
<b>Total Net Expenditures</b>	<b>\$ 1,413,150</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,612</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 8,280	\$ —	\$ —	\$ —	\$ —	—
	<b>Total Revenues</b>	<b>\$ 8,280</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>

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

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 8,280	\$ —	\$ —	\$ —	\$ —	—
<b>Total Revenues</b>	<b>\$ 8,280</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>

### Supervisorial 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 2017 Approved Budget	10.0	\$ 1,538,457	\$ —
Board Approved Adjustments During FY 2017	—	139,963	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,723	—
IntraCounty Adjustments	—	(1,051)	—
Other Adjustments	—	4,520	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 1,698,612</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,371	\$ —
Decision Packages			



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

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(2,758)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>2,613 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>10.0 \$</b>	<b>1,701,225 \$</b>	<b>—</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1104	Supervisory Dist #4 Fund 0001	\$ 1,200,299	\$ 1,538,457	\$ 1,698,613	\$ 1,701,225	\$ 162,768	10.6%
<b>Total Net Expenditures</b>		<b>\$ 1,200,299</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,613</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1104	Supervisory Dist #4 Fund 0001	\$ 1,200,299	\$ 1,538,457	\$ 1,698,613	\$ 1,701,225	\$ 162,768	10.6%
<b>Total Gross Expenditures</b>		<b>\$ 1,200,299</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,613</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</b>

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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 1,139,823	\$ 1,373,581	\$ 1,531,421	\$ 1,528,663	\$ 155,082	11.3%
Services And Supplies	60,476	164,876	167,192	172,562	7,686	4.7%
<b>Total Net Expenditures</b>	<b>\$ 1,200,299</b>	<b>\$ 1,538,457</b>	<b>\$ 1,698,613</b>	<b>\$ 1,701,225</b>	<b>\$ 162,768</b>	<b>10.6%</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 2017 Approved Budget	10.0	\$ 1,538,457	\$ —
Board Approved Adjustments During FY 2017	—	139,963	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,723	—
IntraCounty Adjustments	—	(4,060)	—
Other Adjustments	—	7,530	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 1,698,613</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,370	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,758)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,612</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 1,701,225</b>	<b>\$ —</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,450,183	\$ 1,538,457	\$ 1,838,820	\$ 1,841,188	\$ 302,731	19.7%
	<b>Total Net Expenditures</b>	<b>\$ 1,450,183</b>	<b>\$ 1,538,457</b>	<b>\$ 1,838,820</b>	<b>\$ 1,841,188</b>	<b>\$ 302,731</b>	<b>19.7%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,450,183	\$ 1,538,457	\$ 1,838,820	\$ 1,841,188	\$ 302,731	19.7%
	<b>Total Gross Expenditures</b>	<b>\$ 1,450,183</b>	<b>\$ 1,538,457</b>	<b>\$ 1,838,820</b>	<b>\$ 1,841,188</b>	<b>\$ 302,731</b>	<b>19.7%</b>



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

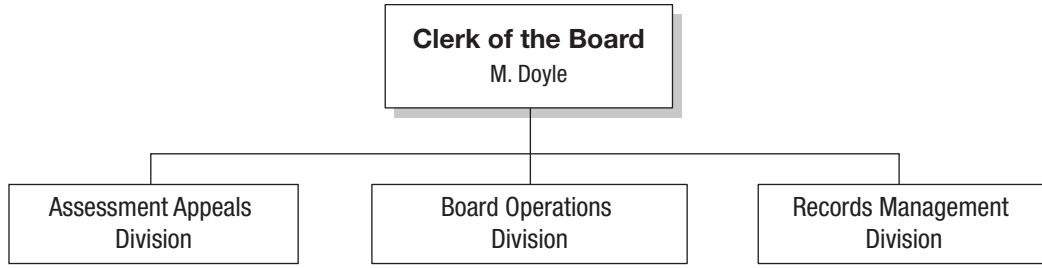
Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 1,269,410	\$ 1,379,528	\$ 1,677,332	\$ 1,674,328	294,800	21.4%
Services And Supplies	180,773	158,929	161,488	166,860	7,931	5.0%
<b>Total Net Expenditures</b>	<b>\$ 1,450,183</b>	<b>\$ 1,538,457</b>	<b>\$ 1,838,820</b>	<b>\$ 1,841,188</b>	<b>302,731</b>	<b>19.7%</b>

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

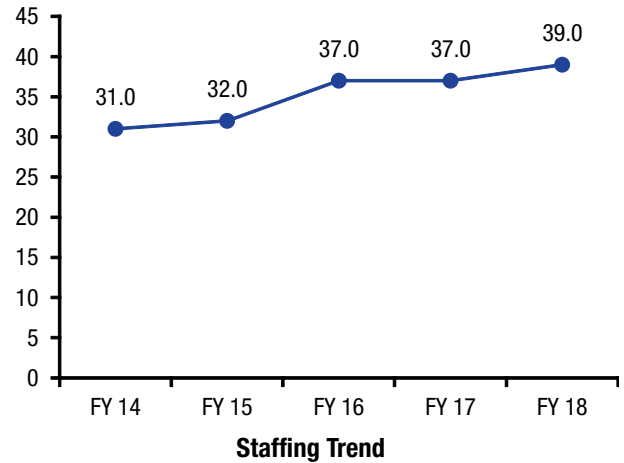
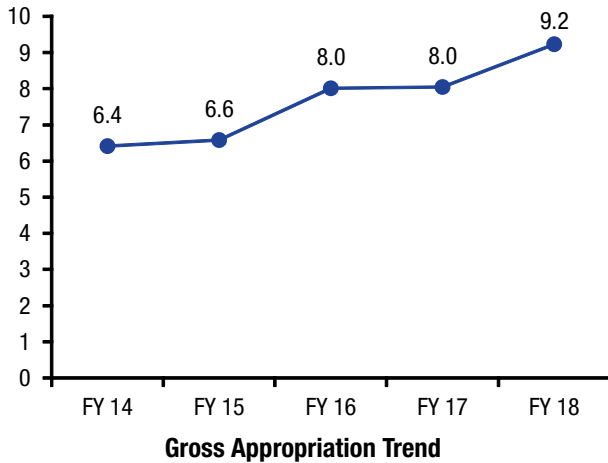
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	9.0	\$ 1,538,457	\$ —
Board Approved Adjustments During FY 2017	2.0	279,936	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,723	—
IntraCounty Adjustments	—	2,559	—
Other Adjustments	—	1,145	—
<b>Subtotal (Current Level Budget)</b>	<b>11.0</b>	<b>\$ 1,838,820</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,372	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,004)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,368</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.0</b>	<b>\$ 1,841,188</b>	<b>\$ —</b>



# Clerk of the Board



Section 1: Finance and Government





## Description of Major Services

The Clerk of the Board of Supervisors (COB) provides administrative support to the Board of Supervisors and other meeting bodies created by the Board and maintains an official repository of records relating to those bodies. The majority of the COB's functions are mandated by State law or County regulations.

The COB has an ongoing role supporting the forums that allow for transparent County governance. The COB supports meetings of the Board of Supervisors, policy committees, and advisory boards and commissions, ensuring that the public experiences a consistent, impartial, and orderly medium for formal interaction with elected officials and appointed representatives.

### Assessment Appeals Division

State law requires the County provide a mechanism for property owners to appeal the value of their property as determined by the County Assessor. The COB is designated as a neutral third party in the assessment appeals process. In this capacity, the Assessment Appeals Division receives and processes approximately 4,500 applications each year and supports three assessment appeals boards, two value hearing officers, and two legal hearing officers.

### Board Operations Division

The Board Operations Division provides administration support to the Board of Supervisors, its policy committees, and forty-two County Boards and Commissions. Functions of the Division include preparing agendas and minutes, processing approved documents and other records of Board action, and routing recommendations from advisory boards and commissions. The Division's secretarial duties extend to coordination of vendor services necessary for successful meetings, including webcasting and closed captioning.

### Records Management Division

The Records Management Division is responsible for maintaining the official records of the Board of Supervisors. These records provide for a historical archive of formal actions by the County that can be referenced by the public and County staff. The Division further oversees the collection and retention of more than 7,000 financial disclosure forms from appointed and elected officials each year and performs associated administrative responsibilities.

## Learning Organization

In October 2015, the County Executive assembled a cross-functional team of staff in departments working closest to the Agenda Review Committee (ARC) process. This group explored optimizing the ARC process. Changes to organizational structure and Board expectations have created an opportunity to explore the following:

1. Assessing training needs for creating high-quality, well-packaged legislative files for the Board and public to include, the efficient use of the MinuteTraq collaborative agenda creating tool;
2. Re-energizing the Agenda Review Coordinators group as a learning forum to raise and track issues more strategically;
3. Examining the interfaces and exchanges in the process and how these might be optimized while meeting each unit's needs.

The team assigned to the Agenda Review process has focused on defining roles, developing training and the availability of reference materials. The team has been divided into three groups. The first group is revamping the MinuteTraq Central site into a new Agenda Central reference portal. The second group is defining roles and associated duties to ensure all participants are aware of their responsibilities.

The third group is focused on creating interactive training. No formal training on use of Agenda and Minutes Training has been conducted since the product was launched in July 2012, and a need exists for training in both technical and editorial areas. The CLT team is recommending that the County develop a web-based training course.

The team will partner with Learning and Employee Development (LED) to create web-based learning classes covering the use of the Agenda and Minutes program, as well as guidelines for the content within a legislative file. Partnering with LED will enable the team to utilize County-approved consultant to write course content and create the training course.

Depending upon the content created, the team anticipates up to two one-hour modules, one on agenda creation and formatting and one on legislative file creation.

Both one-hour modules will be designed with indexing for later reference to allow a trainee to return to a particular section. The CLT team anticipates these modules will assist departments across the County with their training of new staff, and will be the first major step toward improving the ARC process.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Add Board Clerk position	↑	This position will enhance the work in the Board Operations Division.	1.0	\$109,045	(\$22,366)
Add Management Analyst position	↑	This position will assist in the program management of Board and Commissions.	1.0	\$135,257	(\$28,965)
Allocate one-time and ongoing funds for Board Archive Project	↑	Maintain a coordinated and effective archival system.	—	\$440,000	\$200,00
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



### ↑ Add Board Clerk Position

**Recommended Action:** Add 1.0 FTE Board Clerk I/II position to the Board Operations Division to assist with the rise in workload associated with the increasing number of public meetings.

**Service Impact:** The position will help the Board Operations Division with agenda management items, such as service agreements, ordinances, construction contracts, and coordination with other departments for delivery of executed contracts. A key component of this position is the monitoring and tracking of Board of Supervisors agenda items and getting approval from the Board President prior to the publication of the agenda. The demand for services from this unit has increased significantly and is primarily related to the steady growth of Brown Act bodies and the associated need to staff and prepare for the resulting meetings.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$109,045**  
**One-time Net Savings: \$22,366**

Salary savings reflecting time for recruitment: \$27,366  
 Services and Supplies: \$5,000

### ↑ Add Management Analyst Position

**Recommended Action:** Add 1.0 FTE Management Analyst position to assist with the program management of Boards and Commissions.

**Service Impact:** The Management Analyst position will assist with programmatic development of Boards and Commissions, providing more effective and efficient service to both internal and external customers. The position will be working on programmatic review, such as creating policies and procedures, and reviewing laws, and providing training and ongoing orientation programs as needed.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$135,257**  
**One-time Net Savings: \$28,965**

Salary savings reflecting time for recruitment: \$33,965  
 Services and Supplies: \$5,000

### ↑ Allocate One- Time and Ongoing Funds for Board Archive Project

**Recommended Action:** Allocate one -time funding of \$200,000 and on-going funding of \$440,000 in support of the Board Archive Project.

**Service Impact:** Funding of the Board Archive Project would allow the Clerk of the Board to preserve for posterity the materials and data of the respective Supervisors. This project will establish a coordinated archival system, through the purchase of software to store material, maintaining a website to allow public access, and providing the ability of the digitized items to appear on Online Archive of California, extending access for research.

**Ongoing Cost: \$440,000**  
**One-time Cost: \$200,000**

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1106	Clerk Of The Board Fund 0001	\$ 4,642,838	\$ 5,294,556	\$ 5,797,885	\$ 6,648,917	1,354,361	25.6%
1171	Special Appropriations Fund 0001	2,045,186	2,160,343	2,012,654	2,012,654	(147,689)	-6.8%
1173	SB 813 Admin Fund 0001	406,689	534,934	517,135	516,191	(18,743)	-3.5%
1299	Fish And Games Comm Fund 0033	3,000	4,000	4,000	4,000	—	—
<b>Total Net Expenditures \$</b>		<b>7,097,713</b>	<b>7,993,833</b>	<b>8,331,674</b>	<b>9,181,762</b>	<b>1,187,929</b>	<b>14.9%</b>





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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1106	Clerk Of The Board Fund 0001	\$ 4,695,293	\$ 5,345,988	\$ 5,849,317	\$ 6,700,349	\$ 1,354,361	25.3%
1171	Special Appropriations Fund 0001	2,045,186	2,160,343	2,012,654	2,012,654	(147,689)	-6.8%
1173	SB 813 Admin Fund 0001	406,689	534,934	517,135	516,191	(18,743)	-3.5%
1299	Fish And Games Comm Fund 0033	3,000	4,000	4,000	4,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 7,150,168</b>	<b>\$ 8,045,265</b>	<b>\$ 8,383,106</b>	<b>\$ 9,233,194</b>	<b>\$ 1,187,929</b>	<b>14.8%</b>

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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 4,029,687	\$ 4,412,532	\$ 4,490,889	\$ 4,664,139	\$ 251,607	5.7%
Services And Supplies	3,120,480	3,632,733	3,892,217	4,569,055	936,322	25.8%
<b>Total Gross Expenditures</b>	<b>\$ 7,150,168</b>	<b>\$ 8,045,265</b>	<b>\$ 8,383,106</b>	<b>\$ 9,233,194</b>	<b>\$ 1,187,929</b>	<b>14.8%</b>
Expenditure Transfers	(52,455)	(51,432)	(51,432)	(51,432)	—	—
<b>Total Net Expenditures</b>	<b>\$ 7,097,713</b>	<b>\$ 7,993,833</b>	<b>\$ 8,331,674</b>	<b>\$ 9,181,762</b>	<b>\$ 1,187,929</b>	<b>14.9%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1106	Clerk Of The Board Fund 0001	\$ 160,049	\$ 57,873	\$ 57,873	\$ 57,873	—	—
1299	Fish And Games Comm Fund 0033	3,131	2,500	2,500	2,500	—	—
<b>Total Revenues</b>		<b>\$ 163,180</b>	<b>\$ 60,373</b>	<b>\$ 60,373</b>	<b>\$ 60,373</b>	<b>—</b>	<b>—</b>



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

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 13,792	\$ 57,873	\$ 57,873	\$ 57,873	—	—
Licenses, Permits, Franchises	146,257	—	—	—	—	—
Fines, Forfeitures, Penalties	3,131	2,500	2,500	2,500	—	—
<b>Total Revenues</b>	<b>\$ 163,180</b>	<b>\$ 60,373</b>	<b>\$ 60,373</b>	<b>\$ 60,373</b>	<b>—</b>	<b>—</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 2017 Approved Budget	33.0	\$ 5,294,556	\$ 57,873
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	97,608	—
IntraCounty Adjustments	—	437,579	—
Other Adjustments	—	(31,858)	—
<b>Subtotal (Current Level Budget)</b>	<b>33.0</b>	<b>\$ 5,797,885</b>	<b>\$ 57,873</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 26,838	\$ —
Decision Packages			
106.1 Add Board Clerk Position	1.0	86,679	—
106.2 Add Management Analyst Position	1.0	106,292	—
106.3 Allocate One-Time and Ongoing Funds Archive Project	—	640,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(8,777)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 851,032</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>35.0</b>	<b>\$ 6,648,917</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 2017 Approved Budget	—	\$ 2,160,343	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			



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

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(689)	—
Other Adjustments	—	(147,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>2,012,654 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</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>2,012,654 \$</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 2017 Approved Budget	4.0 \$	534,934 \$	—
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,783	—
IntraCounty Adjustments	—	(30,406)	—
Other Adjustments	—	(3,176)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0 \$</b>	<b>517,135 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(944)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(944) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>4.0 \$</b>	<b>516,191 \$</b>	<b>—</b>

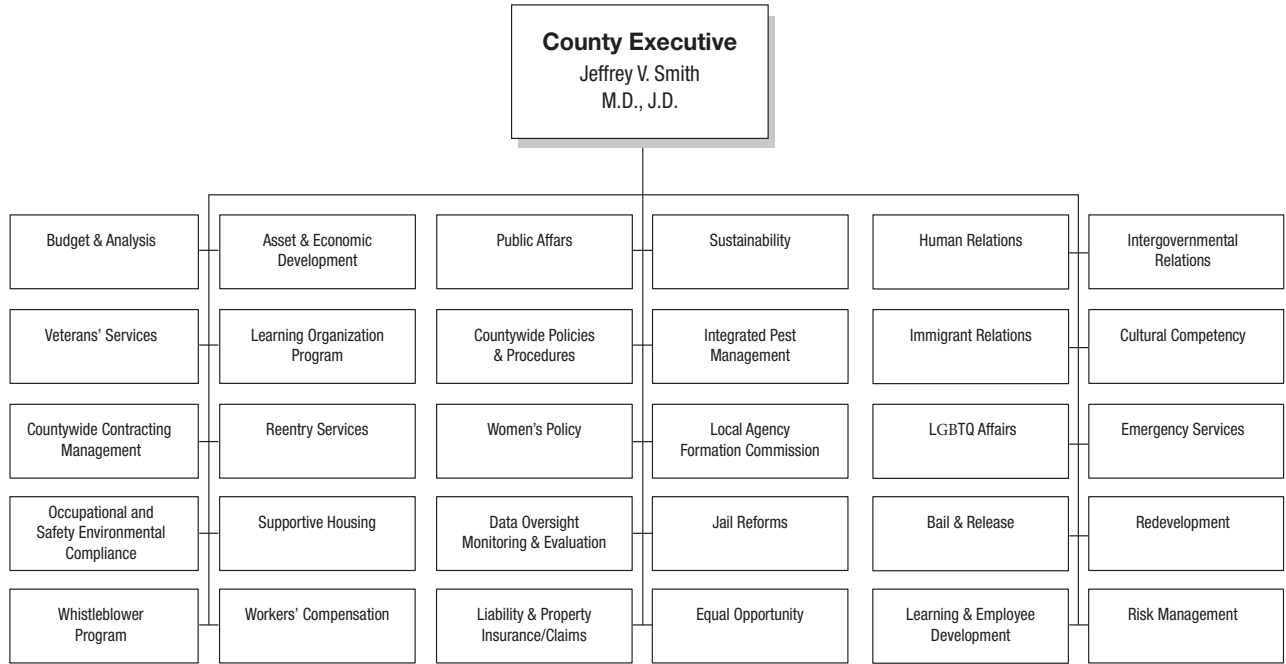


**Fish And Games Comm Fund 0033 — Cost Center 1299**  
**Major Changes to the Budget**

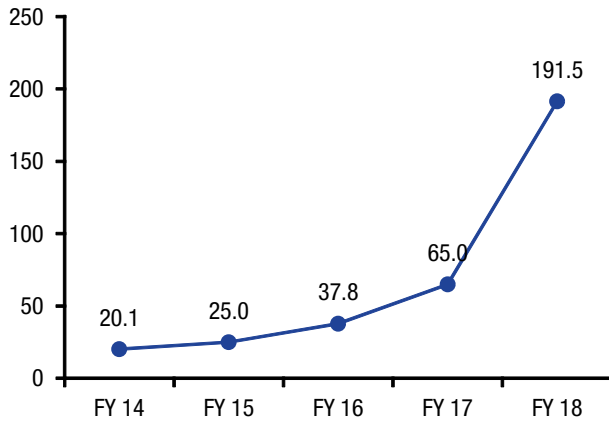
	Positions	Appropriations	Revenues
<b>0033-Fish and Game Fund (Fund Number 0033)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 4,000</b>	<b>\$ 2,500</b>
<b>Recommended Changes for FY 2018</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>



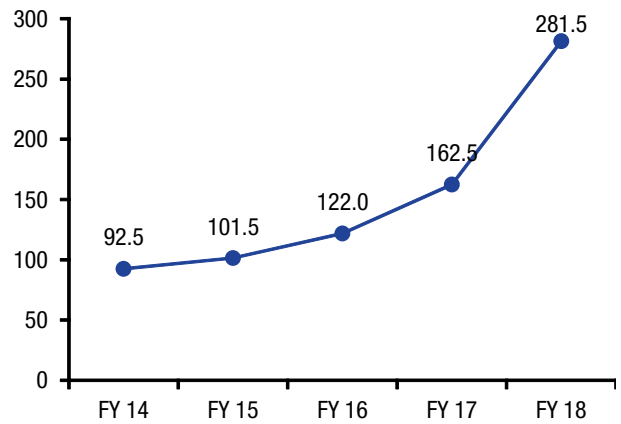
# Office of the County Executive



Section 1: Finance and Government



**Gross Appropriation Trend**  
Gross Appropriation trend includes Office of the County Executive (BU107), Local Agency Formation Commission (BU 113), Office of Supportive Housing (BU 168), certain ESA Programs, and Employee Wellness (BU 108).



**Staffing Trend**  
Staffing trend includes Office of the County Executive (BU107), Local Agency Formation Commission (BU 113), Office of Supportive Housing (BU 168), certain ESA Programs, and Employee Wellness (BU108).





## Description of Major Services

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 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.

The Learning Organization Program aims to create an environment that actively engages employees at all levels of the organization in delivering exceptional service. The program sets a countywide framework within which County departments can leverage tools to complement existing departmental strategies. Major program components include the Center for Leadership and Transformation (CLT), Just Culture, and Executive Development.

The Office of Asset and Economic Development coordinates economic development efforts between the County and member cities, supports other County departments with development of underused County assets, and leads the development of surplus properties.

The Office of Budget and Analysis (OBA) coordinates the annual budget process to provide the Board and the public with information on the allocation of funding and staffing resources. In addition to producing the recommended and adopted budgets each year, OBA prepares updates to the Capital Plan and Information Technology Plan.

The Office of Countywide Contracting Management provides policy, governance, and analytical support related to countywide contracting and is leading the development and implementation of the Board's contracting initiatives and governance structure.

The Office of Emergency Services (OES) is responsible for maintaining the operational readiness of the operational area emergency operations center and the alternate emergency operations center. The OES maintains several emergency notification systems and acts as lead agency for Homeland Security and other emergency activity grants.

The Office of LGBTQ Affairs provides leadership and accountability across programs and departments for the well-being and longevity of LGBTQ communities throughout the County. It provides targeted training for resident-specific needs and employee-related LGBTQ issues.

The Office of Public Affairs coordinates media responses and identifies key spokespeople on policy issues, responds with strategic communication advice to countywide issues, provides ongoing support and staffing to the County's three sister county commissions, coordinates the Santa Clara County Poet Laureate Program, and manages the SCC GOV 101 Academy for residents interested in learning about County operations.

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. OWP supports women's leadership, full equality, and advancement in the home, at work, and in the community.

The Office of Sustainability 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 to enhance the region's environmental, economic, and social vitality and resilience.

The Integrated Pest Management Program promotes sustainable solutions for pest control on County property. Prevention, education, coordination, and technical assistance are provided to County staff to assist in reducing the use of harmful pesticides in parks, natural resource areas, landscaping, roadways, and structures.

The Office of Cultural Competency for Children's Services supports County efforts to address the challenges of disproportionate representation of children of color within the Social Services Agency's Department of Families and Children's Services and Juvenile Probation.

The Office of Intergovernmental Relations (IGR) directs the County's legislative activities, including coordination of advocacy efforts on Federal, State, and regional issues. IGR facilitates the development of County-sponsored legislation to include drafting bill language, securing a bill author, and obtaining support for the bill.

The Local Agency Formation Commission oversees boundary changes.

The Redevelopment Division works with staff from the Controller, County Counsel, and the nine former redevelopment agencies within the County to return funds (used to support essential public services) to appropriate taxing entities.

The Bail and Release Work Group promotes community consensus and recommendations on best practices to improve the fairness and efficiency of the County's pretrial justice system.

The Countywide Policies and Procedures Division updates County administrative policies and procedures to ensure efficiency and transparency.

The Office of Veterans Services provides assistance to the men and women in the community who served in the U.S. armed forces, 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.

The Office of Human Relations (OHR) promotes residents' human and civil rights, conflict resolution, and positive interpersonal, intergroup and intercultural respect. OHR conducts outreach, difficult dialogues, public forums, and research to identify human and civil rights concerns, and disproportionate policy impacts.

The Office of Immigrant Relations provides 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, which transferred responsibility for lower-level criminal offenders from the State to counties, and the adult offender reentry strategic plan. ORS is responsible for operating the Santa Clara County Reentry Resource Center and coordinating countywide efforts to reduce recidivism.

The Office of Supportive Housing (OSH) works to increase the supply of housing affordable to extremely low-income populations, to increase the scope and breadth of supportive housing for special needs populations, and to improve coordination and collaboration among the County, the cities, other governmental agencies, and the affordable housing community.

The Jail Reforms Division (JRD) oversees the new jail transition team and supports the construction efforts related to the new jail facility and existing jail facility capital projects. Related to jail reform initiatives, JRD facilitates strategic cross-systems partnerships, ensures

stakeholder departments are working collaboratively, and confirms allocated investments are fully used and have the intended impact.

The Office of Data Oversight Monitoring Evaluation promotes the sharing of data to improve programs and fiscal accountability and to enhance the County's ability to serve the populations receiving safety net services.

The Whistleblower Program oversees the independent investigations of personnel-related complaints and serves as a component to the County's 24/7 Whistleblower Program.

The Equal Opportunity Department (EOD) provides training on the prevention of discrimination and harassment, reasonable accommodation, and working effectively in a diverse workforce. EOD implements County policies, guidelines, and procedures to comply with Federal and State civil rights laws.

Learning and Employee Development (LED) provides professional development courses and certificate programs for all employees to increase effective communication, supervision, and computer and leadership skills, as well as to provide opportunities for career development. LED administers the Employee Reimbursement Program and also provides new employee orientation.

The Department of Risk Management is composed of several units: Workers' Compensation, Occupational Safety and Environmental Compliance, Liability and Property Insurance, and Liability and Property Claims.

The Workers' Compensation Department administers claims for the County and the Santa Clara County Central Fire Protection District employees injured during their employment.

The Occupational Safety and Environmental Compliance (OSEC) responds to all environmental and occupational safety issues.

The Liability and Property Insurance and Liability and Property Claims units prevent, eliminate, or transfer the County's risk by providing loss-prevention services, risk financing, and contract insurance compliance.

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have contracts with this department:

- Abode Services
- Asian Law Alliance
- Bay Area Community Resources
- Bay Area Legal Aid
- Bill Wilson Center
- Carry the Vision
- Catholic Charities of Santa Clara County
- Center for Domestic Peace - Blue Ribbon Task Force
- Center for Training and Careers
- Community Legal Services in Palo Alto
- Community Services Agency of Mountain View & Los Altos
- Family & Children Services
- Friends of Human Relations of Santa Clara County
- Goodwill Industries of Santa Clara
- Health Trust
- Healthright
- Home First
- Housing Trust Silicon Valley
- Institute for Local Government
- Law Foundation of Silicon Valley
- Life Moves
- Pro Bono Project of Santa Clara County
- Pro Bono Project Silicon Valley
- Sacred Heart Community Service
- Salvation Army
- Santa Clara University Law Center
- Senior Adults Legal Assistance
- Silicon Valley Community Foundation
- St. Joseph's Family Center
- Sunnyvale Community Services
- United Way



■ West Valley Community Services

■ Working Partnerships USA

## Measures of Success

### Individuals Experiencing Homelessness for the First Time:

The County Executive's Office intends to reduce the number of individuals and families that become homeless in Santa Clara County. This measure is tracked using the Homelessness Management Information System (HMIS). Data is inputted into the system by participating community partners and County departments that provide services to homeless households throughout the County. This measure counts homeless individuals and homeless households that had not previously been listed as homeless in the HMIS system within the last two years.

homelessness rare, brief, and nonrecurring in the County. Data is inputted into the HMIS by participating community partners and County departments that provide services to homeless households throughout the County. This measure looks at individuals and households that exited outreach, emergency shelter, transitional housing, and permanent housing to permanently housed destinations two years prior to the reporting period. It measures the rate at which those households return to shelters and other programs that serve people who are homeless over the two-year period.

### Individuals and Households Returning to Homelessness:

The County Executive's Office also intends to reduce instances of formerly homeless households returning to homelessness, contributing to its goal of making

Office of the County Executive	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Measures of Success	Actual	Actual	Anticipated	Targeted
Reduce the number of unsheltered and sheltered homeless persons enumerated at a point in time.	6,556	6,524	6,500	6,093
Reduce the rate at which individuals and households who obtain permanent housing return to homelessness within the next two years.	14.75%	11.81%	10.6%	10.0%



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Allocate Resources for Emergency Shelter Services	↑	Support the Project WeHOPE Emergency Shelter.	—	\$76,650	—
Allocate Resources to Expand the Cold Weather Shelter	↑	Establish and operate an emergency shelter in North County.	—	\$350,000	\$500,000
Recognize 2015 HUD Planning Grant Revenue	↑	Plan and coordinate homeless services in the Santa Clara County Continuum of Care.	—	—	(\$518,564)
Recognize 2016 HUD Planning Grant Revenue	↑	Recognize one-time revenue for a coordinated entry system, offset by an increase in contract services.	—	—	—
Recognize HUD 2016 Coordinated Entry System Grant	↑	Implement and manage a coordinated entry system in the Santa Clara County Continuum of Care.	—	—	(\$130,000)
Recognize HUD 2016 Rapid Rehousing Grant	↑	Implement a rapid rehousing program for homeless who are survivors of violence or human trafficking.	—	—	—
Transfer HIV/AIDS Housing Assistance Program	◆	Low income HIV/AIDS housing assistance.	—	\$492,662	—
Transfer Services for Homeless and Transitional Housing	◆	Services and housing programs for homeless individuals and families.	—	\$173,912	—
Allocate Resources for Homelessness Prevention	↑	Housing-related legal services to help prevent homelessness.	—	\$610,000	—
Allocate Resources for Outreach to Homeless Individuals	↑	Expand outreach services to homeless individuals and families in Palo Alto, Downtown San Jose and South County.	—	\$100,000	—
Allocate Resources for Housing and Outreach in Mountain View	↑	Continue permanent supportive housing and outreach services for the homeless in Mountain View.	—	—	—
Allocate Resources for Supportive Housing in Santa Clara	↑	Continue permanent supportive housing for the homeless in the City of Santa Clara.	—	—	—
Continuous Recovery Services for Rapid Rehousing Programs	↑	Contract services to implement a three-year pilot to develop a model for assisting homeless and formerly homeless men and women overcome substance and alcohol addiction disorders.	—	\$500,000	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Allocate Resources for SCVMC Supportive Housing Program	↑	Comprehensive supportive housing pilot program to serve disabled and/or high need patients of the Santa Clara Valley Health and Hospital System to reduce utilization of non-acute beds.	—	—	\$2,000,000
Allocate AB109 Funding to Reentry Housing Programs	↑	Consolidate and expand housing programs to prevent and reduce homelessness among individuals and families involved in the criminal justice system.	—	—	—
Allocate Resources for Spatial Monitoring and Data Management	↑	Increase the response, effectiveness, and productivity of Integrated Pest Management (IPM) by eliminating paper based system.	—	\$25,000	\$42,000
Allocate Resources for Jail Reforms Training	↑	Provide training to correctional cadets and Custody Health employees.	—	—	\$100,000
Augment Staff for Jail Reforms Effort	↑	Increase support to ensure the County's approach to jail reform is consistent.	1.0	\$165,187	\$8,000
Allocate Resources for Countywide Contracting Evaluation	↑	Funding will continue the assessment of countywide contracting.	—	—	\$1,600,000
Allocate Resources to Support Countywide Data Summit	↑	Increase efficiency for gathering and analyses of data.	—	—	\$10,000
Allocate Resources to Support Countywide Data Inventory	↑	Increase confidence in County's ability to make decisions using data.	—	—	\$32,120
Allocate Resources for Volunteer Program Mediator Training	↑	Provide mediation tools and trainings for staff and volunteer mediators.	—	\$12,000	—
Allocate Resources to Support the Sustainability Master Plan	↑	Ability to develop tools to implement and facilitate sustainability reporting.	—	—	\$75,000
Augment Staff to Increase Customer Service to Veterans	↑	These positions will provide veteran's in the County with enhanced customer service.	2.0	\$177,062	(\$28,265)
Allocate Resources to Increase Veteran Services Available	↑	These positions will allow the Office of Veterans' Services (VSO) to reduce the wait times for a veteran to meet with a representative for processing of their claims.	3.0	\$387,234	(\$72,808)
Allocate Resources to Increase Analytical Support	↑	This position will provide administrative and fiscal oversight in the VSO.	1.0	\$155,687	(\$30,921)
Allocate Resources for Hardware and Software	↑	Allow the VSO to expedite submission of veteran's claims.	—	—	\$40,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Allocate Resources for Training and Accreditation	↑	Veteran's will be notified of events through outreach and will be serviced by a knowledgeable office.	—	\$37,000	—
Allocate Resources for Veterans Services Office Reconfiguration	●	No impact to service.	—	—	\$140,000
Augment Staff in Administration	↑	Provide facility management to support reorganization efforts.	1.0	\$134,188	(\$25,547)
Allocate Resources for Office of the County Executive's Reconfiguration	●	No impact to service.	—	—	\$275,000
Allocate Funding to Support Restore Life Skill Program	↑	Fund one additional year of training programs for reentry clients.	—	—	\$298,000
Enhance Leadership Development	↑	Increase County employees exposure to leadership development.	—	—	\$1,200,000
Transfer Funding Related to Mass Notification System	●	No impact to service.	—	\$350,000	—
Augment Staff for Capital Improvement Program	↑	Support long-term planning of countywide capital budget needs.	1.0	\$169,788	(\$34,447)
Increase Resources to Support Advocacy Efforts in the Community	↑	Increase efficiency and effectiveness of advocacy work performed in the community.	6.0	\$816,936	(124,983)
Allocate Resources to LGBTQ Wellness Initiative	↑	Survey will establish a baseline for youth to help inform future work of the Office.	—	—	\$175,000
Allocate Funding to Support Women's and Girls' Justice	↑	Fund jail related services and trainings to support women and girls.	—	\$50,000	\$75,000
Increase Funding to Support Victims of Human Trafficking and Workplace Crimes	↑	Increase the level of legal and victim services provided to victims of human trafficking.	—	\$881,420	(\$544,000)
Allocate Resources to Coordinate Surveillance and Security Requests	↑	Develop and maintain a process to review, analyze, and implement use of new security and surveillance improvements countywide.	1.0	\$159,554	(\$31,889)
Allocate Resources for Handling Workers' Compensation Conflicts	↑	Promote conflict-free management of workers' compensation claim.	—	\$80,000	—
Allocate Resources for Office Reconfiguration in Risk Management	●	No impact to service.	—	—	\$150,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Staff to Support the County's Learning Management System	↑	Dedicated resource to create efficiencies across departments with training needs.	1.0	\$146,514	(\$28,628)
Upgrade Charcot Facility Training and Meeting Rooms	↑	Enhance technologies to improve participant engagement.	—	\$2,000	\$317,000
Augment Staff to Support Equal Opportunity Department	↑	Provide preventative and alternative services for conflict resolution.	1.0	\$159,554	(\$31,888)
Increase Supervision of Reasonable Accommodation Activities	↑	Support County compliance of reasonable accommodation law.	—	\$129,106	(\$24,276)
Allocate Resources for Implicit Bias Training	↑	Increase awareness of biases amongst County employees.	—	\$5,000	—
Allocate Resources for Consultant Conflict Resolution	↑	Fund contract services to help identify the needs of creating a conflict resolution program for County employees.	—	—	\$100,000
Allocate Resources for Office Reconfiguration in the Equal Opportunity Department	●	No impact to service.	—	—	\$100,000
Fund Employee Investigation Workshop	↑	Equip EOD investigators to perform investigations.	—	—	\$20,000
Transfer certain ESA programs and Employee Wellness Program to County Executive's Office	●	Realign several administrative functions among ESA, VHP, and the County Executive's Office.	—	\$0	\$0
Transfer Certain Positions in Liability Claims Unit to County Counsel	↑	Enhance services by streamlining and integrating the claims process.	(4.0)	(\$587,788)	\$0

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

### ↑ Allocate Resources for Emergency Shelter Services

**Recommended Action:** Allocate \$76,650 in ongoing funding to support the Project WeHOPE Emergency Shelter.

**Service Impact:** The funding will enable Project WeHOPE to operate five emergency shelter beds for homeless individuals in North County. The only year-round shelter in North County is a 20-bed rotating church shelter program operated by LifeMoves.

**Ongoing Cost: \$76,650**

### ↑ Allocate Resources to Expand the Cold Weather Shelter

**Recommended Action:** Allocate \$500,000 in one-time funding and \$350,000 in ongoing funding to establish and operate an emergency shelter in North County.

**Service Impact:** Funding will expand the number of emergency shelter beds in the City of Mountain View and complement emergency cold weather shelters that operate in Palo Alto and Sunnyvale, enabling the program to accommodate up to 50 homeless persons a night. The program will also serve as interim housing for individuals or families enrolled in Rapid Re-Housing (RRH) or Permanent Supportive Housing (PSH) programs, but are trying to find housing. The program will be integrated with newly created outreach and supportive housing programs in Mountain View and could also provide alternatives for persons who are sleeping in their cars or recreational vehicles. Rather



than parking on neighborhood streets, they could park their vehicle at the shelter, sleep inside, and use the shelter's services.

**Ongoing Cost: \$350,000**  
**One-time Cost: \$500,000**

### ↑ Recognize 2015 HUD Planning Grant Revenue

**Recommended Action:** Recognize \$518,564 in one-time 2015 Planning Grant revenue to help plan and coordinate homeless services in the Santa Clara County Continuum of Care.

**Service Impact:** The Santa Clara County Continuum of Care (CoC) Quality Improvement Team is responsible for implementing requirements for community's that receive HUD funding for homeless services. These requirements include: a coordinated entry system, a homeless management information system (HMIS), a community-wide system of performance management, standardized policies and procedures, a governance structure and consolidated annual application process.

**One-time Savings: \$518,564**

### ↑ Recognize 2016 HUD Planning Grant Revenue

**Recommended Action:** Recognize \$570,296 in one-time revenue for a coordinated entry system, offset by an increase in contract services.

**Service Impact:** The additional revenue will increase contracted services from the County's CoC technical assistance provider and HMIS administrator. The additional services will focus on refining CoC polices and procedures, updating the Community Plan to End Homelessness, creating customized reports for service providers and assisting County staff managing and complying with grant requirements.

**One-time Net Cost: \$0**  
One-Time cost in Services & Supplies: \$570,296  
One-Time grant revenue: \$570,296

### ↑ Recognize HUD 2016 Coordinated Entry System Grant

**Recommended Action:** Recognize \$130,000 in one-time revenue to implement and manage a coordinated entry system in the Santa Clara County CoC.

**Service Impact:** HUD requires the County's CoC to implement and manage a system that systematically assesses, prioritizes, and refers homeless individuals and families to appropriate housing programs. Since November 2015, the Department has been implementing this new system using the HMIS and an assessment tool.

**One-time Savings: \$130,000**

### ↑ Recognize HUD 2016 Rapid Rehousing Grant

**Recommended Action:** Recognize \$400,000 in on-going revenue to implement a rapid rehousing program for homeless who are survivors of violence or human trafficking, offset by an increase in contract services.

**Service Impact:** This will help 40 homeless households who are survivors of violence or human trafficking obtain and maintain stable housing.

**Ongoing Cost: \$0**  
Ongoing cost in services and Supplies: \$400,000  
Ongoing increase in grant revenue: \$400,000

### ◆ Transfer HIV/AIDS Housing Assistance Program

**Recommended Action:** Allocate \$492,662 in ongoing funding for low income HIV/AIDS housing assistance.

**Service Impact:** This will transfer the low income HIV/AIDS housing assistance program from the Public Health Department to the Office of Supportive Housing (OSH) reduces duplication efforts, takes full advantage of the housing services expertise of OSH, and increases rapid re-housing, housing stability, and permanent supportive housing options and opportunities for low income individuals living with HIV.

**Ongoing Net Cost: \$492,662**  
Cost offset by savings in Public Health

### ◆ Transfer Services for Homeless and Transitional Housing

**Recommended Action:** Allocate \$173,912 in ongoing funding for services and housing programs for homeless individuals and families.

**Service Impact:** Transferring the program for services and housing for homeless persons from Social Services Agency to OSH reduces duplication efforts and takes full advantage of the housing services expertise of OSH.

**Ongoing cost: \$173,912**

Cost offset by savings in Social Services Agency

### ↑ Allocate Resources for Homelessness Prevention

**Recommended Action:** Allocate \$610,000 in ongoing funding for housing-related legal services to help prevent homelessness.

**Service Impact:** Funding will prevent homelessness for approximately 32 households each year, provide limited scope representation to 750 individuals and families (annually) at weekly pro bono clinics in San Jose, Gilroy, and other locations in the County as need is demonstrated, and provide full-scope representation to 175 individuals and families (annually), placing cases with pro bono attorneys and program staff for representation in court proceedings, including trial.

**Ongoing Cost: \$610,000**

### ↑ Allocate Resources for Outreach to Homeless Individuals

**Recommended Action:** Allocate \$150,000 in ongoing funding and recognize \$50,000 in ongoing revenue to expand outreach services to homeless individuals and families in Palo Alto, Downtown San Jose and South County.

**Service Impact:** Funding will expand outreach and linkage services in Palo Alto through the Opportunity Center and Day Services Center, augment outreach teams operating in downtown San Jose, and establish an outreach team in South County. These dedicated outreach teams will increase the number of homeless individuals assessed and will increase the speed at which individuals and families are referred to and

enrolled in supportive housing programs. The teams may be incorporated into existing outreach teams and contracts under the Behavioral Health Services Department (BHSD). A partnership with BHSD and local law enforcement will ensure the County is addressing some of the unmet mental health needs of homeless persons and establish a more holistic and humane response to meeting the needs of unsheltered homeless persons. These teams will work closely with the County's outreach team and other contracted outreach teams. This will result in approximately 500 new housing assessments each year. These outreach efforts will complement the City of San Jose's expansion of outreach services to areas around supportive housing sites.

**Ongoing Net Cost: \$100,000**

Ongoing increase in Services & Supplies: \$150,000

Ongoing increase in Revenue: \$50,000

### ↑ Allocate Resources for Housing and Outreach in Mountain View

**Recommended Action:** Recognize \$185,000 in ongoing revenue to continue permanent supportive housing and outreach services for the homeless in Mountain View, offset by an increase in contract services.

**Service Impact:** Through these services, the County will identify and assess the housing needs of all homeless persons in the City of Mountain View. In addition, the County will permanently house 20 chronically homeless individuals.

This proposal recognizes revenue from the City of Mountain View. In FY 16-17, the County and the City of Mountain View partnered to fund permanent supportive housing and outreach services for homeless Mountain View residents.

**Ongoing Net Cost: \$0**

Ongoing cost in Services and Supplies: \$185,000

Ongoing increase in revenue: \$185,000

### ↑ Allocate Resources for Supportive Housing in Santa Clara

**Recommended Action:** Recognize \$125,000 in on-going revenue to continue permanent supportive housing for the homeless in the City of Santa Clara, offset by an increase in contract services.

**Service Impact:** The additional funding will allow more services to be delivered to the chronically homeless in addition to the 20 chronically homeless persons served in the City of Santa Clara.

**Ongoing Net Cost: \$0**

Ongoing increase in Services and Supplies: \$125,000  
Ongoing increase in Revenue: \$125,000

### ↑ Continuous Recovery Services for Rapid Rehousing Programs

**Recommended Action:** Allocate \$500,000 in ongoing funding for contract services to implement a three-year pilot to develop a model for assisting homeless and formerly homeless men and women overcome substance and alcohol addiction disorders without requiring the individuals to enter specialty treatment programs.

**Service Impact:** As the County expands Rapid Rehousing (RRH) programs for homeless individuals or families, providing assistance with addiction disorders could significantly improve housing outcomes. Among households who need temporary housing assistance and services, between 14 percent and 24 percent indicated substance or alcohol use contributed to their homelessness or made it difficult for them to remain permanently housed. A team of substance use specialists will provide support to the clients of RRH programs while in the program and after completion of the program, thus helping to prevent a return to homelessness.

In addition, a Continuous Recovery Services (CRS) team will be implemented for RRH clients who may not be eligible for, need or be willing to access behavioral health services through mainstream primary and specialty health care providers. The CRS team will focus on harm reduction and be designed to support the individual in any stage of the recovery process and more accessible than traditional substance abuse outpatient services.

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

### ↑ Allocate Resources for SCVMC Supportive Housing Program

**Recommended Action:** Allocate \$2.0 million in one-time funding for a comprehensive supportive housing pilot program to serve 125 disabled or high-need patients of the Santa Clara Valley Health and Hospital System to reduce utilization of non-acute beds.

**Service Impact:** This pilot program includes services that are designed to reduce and keep the non-acute census at Santa Clara Valley Medical Center and Barbara Arons Pavilion within budgeted parameters. These funds will provide one-time, short-term or permanent housing assistance for 125 persons with deep permanent rental subsidies as well as interim housing beds.

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

### ↑ Allocate AB 109 Funding to Reentry Housing Programs

**Recommended Action:** Allocate \$5.0 million in one-time AB109 funding to consolidate and expand housing programs to prevent and reduce homelessness among individuals and families involved in the criminal justice system.

**Service Impact:** Funding includes a contracted RRH program that will serve 190-200 homeless persons annually and emergency assistance and homelessness prevention program that would serve about 50 households annually.

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

One-time increase in Services and Supplies: \$5,000,000  
One-time Transfer In from the AB109 Fund: \$5,000,000

### ↑ Allocate Resources for Spatial Monitoring and Data Management

**Recommended Action:** Allocate ongoing funds for Integrated Pest Management (IPM) software annual licenses and subscription fee and one-time funds for software training and software hardware requirements.

**Service Impact:** The IPM Program is working on developing IPM spatial monitoring and data management project (IPM-SDMS). This software will be an economical, effective and efficient, GIS/GPS-



enabled, centrally hosted cloud-based complete pest management system for the collection, storage, management, retrieval, modeling, analysis, and display of spatial data that will enable IPM to overcome current challenges of a paper-based system.

**Ongoing Cost: \$25,000**  
**One-time Cost: \$42,000**

**↑ Allocate Resources for Jail Reforms Training**

**Recommended Action:** Allocate one-time funding in the amount of \$100,000 to assist with training related to the Americans with Disabilities Act (ADA) and Use of Force compliance.

**Service Impact:** Increased ADA training for the Department of Correction’s correctional cadets (at the academy) and Use of Force training for custody and custody health staff will support jail reform recommendations tied to hiring, staffing, and training needs.

**One-time Cost: \$100,000**

**↑ Augment Staff for Jail Reforms Effort**

**Recommended Action:** Add 1.0 FTE Senior Management Analyst position in Jail Reforms and allocate ongoing expenditure of \$9,500 for outreach and training and a one-time expenditure of \$8,000 for systems, equipment and furniture.

**Service Impact:** This analyst will support the work of the Jail Reforms unit in the Office, will prepare complex legislative files, prepare reports on all jail reform data and measurements, assist with community outreach, provide analytical support and evaluate custody and custody health programs to ensure the significant investment made in jail reforms is successful, that the reforms are fully implemented, and that stakeholder departments achieve the intended outcomes.

**Positions Added: 1.0**  
**Ongoing Cost: \$165,187**

Increased ongoing cost of \$155,687 for position and \$9,500 Services and supplies is completely offset by a reduction in the Jail Reform Reserve.

**One-time Cost: \$8,000**

**↑ Allocate Resources for Countywide Contracting Evaluation**

**Recommended Action:** Allocate one-time funding in the amount of \$1.6 million for continued countywide contracting evaluation in the Office of Countywide Contracting Management.

**Service Impact:** The County has contracted for services to provide comprehensive assessment and evaluation of countywide contracting practices. This funding will support the continued services of the contractor.

**Background:** A Procurement Steering Committee with members and charter has been established as well as a procurement competency framework. This has led to the identification of critical findings, most of which are still being assessed.

**One-time Cost: \$1,600,000**

**↑ Allocate Resources to Support Countywide Data Summit**

**Recommended Action:** Allocate one-time funding of \$10,000 to host a countywide data summit.

**Service Impact:** A countywide data summit will provide localized learning to County and partner professionals, foster a data-driven organization, and facilitate cross-system learning and strategies among stakeholders and partners on ways to standardize tools, data sharing processes, and practices.

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

**↑ Allocate Resources to Support Countywide Data Inventory**

**Recommended Action:** Allocate one-time funding in the amount of \$32,120 to conduct a countywide data inventory.

**Service Impact:** An extra help employee in the Office of Data Oversight Monitoring Evaluation will document a formal inventory of existing countywide data to facilitate improvements in the way that data is used for analysis, reporting, and direct service.

**One-time Cost: \$32,120**



### ↑ Allocate Resources for Volunteer Program Mediator Training

**Recommended Action:** Allocate ongoing funding of \$12,000 to provide in-house skills enhancements trainings for volunteer program mediators.

**Service Impact:** Alternate dispute resolution professionals, retained on an independent contract basis several times a year by the Office of Human Relations, will provide necessary skills enhancement trainings to staff and volunteers alike. Trainings topics will include mediation confidentiality, mediator self-care, dealing with clients with mental and behavioral health challenges, advanced negotiation theory, group facilitation techniques, and mediating large party conflicts.

**Ongoing Cost: \$12,000**

### ↑ Allocate Resources to Support the Sustainability Master Plan

**Recommended Action:** Allocate one-time funding in the amount of \$75,000 to support the implementation of the County Sustainability Master Plan.

**Service Impact:** The additional funding requested will support the implementation of the Plan and will be used for additional professional services, fellowship recruitment, and the development of internal tools to facilitate sustainability reporting.

**One-time Cost: \$75,000**

### ↑ Augment Staff to Increase Customer Service to Veterans

**Recommended Action:** Add 2.0 FTE Office Specialist I positions in the Office of Veterans' Services (VSO) and \$16,000 one-time expenditure for systems equipment, furniture and supplies.

**Service Impact:** The Office Specialists will provide front office support and services to the Santa Clara County veteran community. These positions will help reduce wait times for call-backs, conduct intake screenings on a walk-in basis, and provide administrative support functions to the VSO (accounts payables, time and attendance, office maintenance project management,

reviewing claim awards from the U.S. Department of Veterans Affairs, office correspondence, mail services, and more).

**Positions Added: 2.0**

**Ongoing Cost: \$177,062**

**One-time Net Savings: \$28,265**

Salary savings reflecting time for recruitment: \$44,265

Services and supplies: \$16,000

### ↑ Allocate Resources to Increase Veteran Services Available

**Recommended Action:** Add 3.0 FTE Veteran Services Representative II positions in the VSO and allocate \$24,000 one-time expenditure for systems equipment, furniture, and supplies.

**Service Impact:** The representatives added will provide critical claims and benefits assistance to the County veteran community, family members, and surviving spouses with the processing and development of US Department of Veterans Affairs (USDVA) disability and pension claims. Further, adding these positions will significantly increase the number of claims filed with the USDVA and increase the amount of award monies coming back to the County. Enabling veterans to file their claims and receive their benefits in a timely manner will also reduce the number of veterans at risk of homelessness.

**Positions Added: 3.0**

**Ongoing Cost: \$387,234**

**One-time Net Savings: \$72,808**

Salary savings reflecting time for recruitment: \$96,808

Services and Supplies: \$24,000

### ↑ Allocate Resources to Increase Analytical Support

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

**Service Impact:** The analyst will be a dedicated resource providing both support and coordination over the administrative and fiscal activities of the Office and serve as the subject matter expert in programs and services management, administration, fiscal projections and performance management. The incumbent will also support the management and implementation of

the VSO Strategic Plan and develop and analyze quantitative data for management and evaluation purposes.

**Positions Added: 1.0**  
**Ongoing Cost: \$155,687**  
**One-time Net Savings: \$30,921**

Salary savings reflecting time for recruitment: \$38,921  
 Services and supplies: \$8,000

### ↑ Allocate Resources for Hardware and Software

**Recommended Action:** Allocate one-time funding in the amount of \$40,000 for hardware and software equipment in the VSO.

**Service Impact:** This equipment will facilitate the ability of VSO to submit claims electronically to significantly expedite the claims process. Equipment includes 10 tablet style computers to allow the veteran to observe the development of the claim as the claims representative enters the data, allowing the client to verify data accuracy and content and sign the completed claims documents electronically.

**One-time Cost: \$40,000**

### ↑ Allocate Resources for Training and Accreditations

**Recommended Action:** Allocate ongoing funding in the amount of \$37,000 to allow VSO staff to remain current with mandatory State accreditation.

**Service Impact:** As part of the successful management of the VSO and as a condition of employment for our Veteran Services Representatives, accreditation through the California Department of Veterans Affairs (CalVet). Accreditation must be achieved during the first 12 months of employment and must be maintained by completing a minimum of 16 continuing education credits (CEU). CEUs are completed via attendance at a CalVet-approved training event, hosted three times per year throughout California. With the increase of staffing for the VSO, additional funding for attendance at these training events is needed, to ensure that accreditation is maintained.

**Ongoing Cost: \$37,000**

### ↑ Allocate Resources for Veterans Services Office Reconfiguration

**Recommended Action:** Allocate one-time funding in the amount of \$140,000 for a reconfiguration and remodeling of the Office of Veterans' Services.

**Service Impact:** VSO office improvements will allow the VSO to offer veteran's adequate and confidential services. The improvements will include privacy cubicles to maintain client confidentiality and reduce the overall noise level within the VSO. The bathrooms, front lobby, and waiting area will also be remodeled as part of this budget allocation.

**One-time Cost: \$140,000**

### ↑ Augment Staff in Administration

**Recommended Action:** Add 1.0 FTE Administrative Support Officer III position and allocate \$8,000 one-time expenditure for systems equipment, furniture, and supplies.

**Service Impact:** The Administrative Support Officer will assist the administration in meeting the demands of the increased and continued expansion to the department. Both the recent increased expansion to departmental divisions and the proposed onboarding of Employee Services Agency departments and the Employee Wellness Program have dramatically increased the duties of Administrative Support Officer.

**Positions Added: 1.0**  
**Ongoing Cost: \$134,188**  
**One-time Net Savings: \$25,547**

Salary savings reflecting time for recruitment: \$33,547  
 Services and supplies: \$8,000

### ● Allocate Resources for Office of the County Executive Reconfiguration

**Recommended Action:** Allocate one-time funding in the amount of \$275,000 for a continued reconfiguration and remodeling of the Office of the County Executive.

**Service Impact:** The additional funding will allow the Department to continue the implementation plans to redesign, remodel and reduce the current dimensions of existing cubicles to create adequate space on the floor for new positions added this fiscal year.

**One-time Cost: \$275,000**

### ↑ Allocate Funding to Support Restore Life Skill Program

**Recommended Action:** Allocate one-time funding in the amount of \$298,000 for the Restore Life Skills Program, in the Office of Reentry Services.

**Service Impact:** An additional \$298,000 to the existing service agreement will allow the current contractor to continue the weekly Restore Life training programs at Elmwood Correctional Facility, two six-week Restore Life training Programs for South County reentry clients, and an ongoing weekly class at the Reentry Resource Center through June 30, 2019.

**One-time Net Cost: \$298,000**

Offset by transfer-in from the AB 109 Trust Fund

### ↑ Enhance Leadership Development

**Recommended Action:** Allocate one-time funding in the amount of \$1.2 million to experiment with a variety of leadership development curricula and approaches to formulate a recommendation for a scalable, long-term program in future fiscal years.

**Service Impact:** This allocation will provide the flexibility to experiment with a variety of curricula and programmatic approaches to give the broadest number of executive and middle managers exposure to leadership development content and time for experiential learning. These additional resources will allow the County to increase the number of employees who can be linked to current offerings, such as unit-based teams and facilitators, the Center for Leadership and Transformation program, the Cross-Departmental Opportunities Program, and the courses sponsored by the Learning and Employee Development Division.

**One-time Cost: \$1,200,000**

### ● Transfer Funding Related to Mass Notification System

**Recommended Action:** Transfer ongoing funding from the Information Services Department to the Office of Emergency Services for ongoing funding of Mass Notification Services contract.

**Service Impact:** The transfer of funds will allow for the funding to reside in the department where the expenses occur. The contract provides the means for government entities to notify the public, businesses, and employees regarding emergency situations based on developed guidelines within the geographical area of Santa Clara County. The goal is to provide capabilities to make notifications automatically any time (instant or pre-scheduled), any place (specific geographic locations or entire region), with multiple means of communication (home phone, work phone, cellular phone, email, etc.), and to be activated via web, phone or mobile application.

**Ongoing Cost: \$350,000**

Cost offset by savings in the Information Services Department.

### ↑ Augment Staff for Capital Improvement Program

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

**Service Impact:** This analyst will coordinate the capital budget needs throughout the County including projects relating to General Fund departments, Health and Human Services, Roads and Airports, and Parks. In collaboration with capital stakeholders, the analyst will develop and maintain a 10-year horizon of capital projects that entail budget and financing needs, capacity constraints and overall strategic prioritization.

**Positions Added: 1.0**

**Ongoing Cost: \$169,788**

**Ongoing Net Savings: \$34,447**

Salary savings reflecting time for recruitment: \$42,447

Services and Supplies: \$8,000

## ↑ Increase Resources to Support Advocacy Efforts in the Community

**Recommended Action:** Add 6.0 FTE positions to support advocacy work performed by various offices in the CEO and increase ongoing expenditures in the amount of \$125,000.

### Summary of Position Changes

Class	Description	FTE
P7E	Senior Research and Evaluation Specialist	1.0
C98	Public Communications Specialist	1.0
B1P	Management Analyst	1.0
J45	Graphic Designer II	1.0
E07	Community Worker	1.0
C60	Administrative Assistant	1.0
<b>Total</b>		<b>6.0</b>

**Service Impact:** Recognizing that their work is interconnected, the Offices of Cultural Competency, Immigrant Relations, LGBTQ Affairs, and Women's Policy are working to enhance their coordination and collaboration. In an effort to maximize their efficiency and efficacy, the Offices will be sharing the appropriation of certain new positions, ongoing services, and supplies.

While each agency will remain a stand-alone office with dedicated specialized staff, to the extent possible, the Offices will share resources, including support and technical staff, to advance the individual goals of each office and increase the collective impact of the Offices' work. The sharing of resources will optimize the ability of the Offices to do outreach, create educational and marketing materials, conduct complex and comprehensive analyses, and provide examination and evaluation of their individual and collaborative measures of success, including assessing their individual and collective performance on County initiatives.

The ongoing shared expenditure appropriation will allow the Offices to maintain operational needs, respond to emerging needs, and increase their individual and collective capacity to manage planned or unplanned developments.

**Positions Added: 6.0**  
**Ongoing Cost: \$816,936**  
 Salaries and Benefits: \$691,936  
 Ongoing services and supplies: \$125,000

**One-time Net Savings: 124,983**  
 Salary savings to allow time for recruitment: \$172,983  
 Services and supplies: \$48,000

## ↑ Allocate Resources to LGBTQ Wellness Initiative

**Recommended Action:** Allocate one-time funding in the amount of \$175,000 to support the LGBTQ Youth Wellness Initiative.

**Service Impact:** The Office of LGBTQ Affairs, in partnership with the National Center for Lesbian Rights, will embark in a multi-year initiative to promote the health and well-being of the County's lesbian, gay, bisexual, transgender and queer (LGBTQ) youth. The funding will support assessment and evaluation studies (including a countywide youth survey) that can provide baseline information for comparison of results in subsequent years and present a road map for future activities related to this project.

**One-time Cost: \$175,000**

## ↑ Allocate Funding to Support Women's and Girls' Justice

**Recommended Action:** Allocate ongoing funding in the amount of \$50,000 for jail monitoring, stakeholder trainings, and task force supplies, and one-time funding in the amount of \$75,000 to pilot gender responsive training at the Academy for correctional new hires and returning staff.

**Service Impact:** The Office of Women's Policy (OWP) has developed and implemented a Women's Jail Monitoring Program in collaboration with the Office of the Sheriff and the Commission on the Status of Women. As the program has evolved, OWP used Justice Assistance Grant monies to provide necessary additional trainings for jail monitors and stakeholders. JAG funding is

scheduled to end after the expenditures of JAG15. This allocation allows for the work to continue without interruptions.

The one-time funding of \$75,000 will allow OWP to develop a request for proposal to create and implement a gender-responsive training module for the new recruits as well as refresher courses for returning correctional staff. The materials developed will be owned by the County and available for future use.

**Ongoing Cost: \$50,000**  
**One-time Cost: \$75,000**

### ↑ Increase Funding to Support Victims of Human Trafficking and Workplace Crimes

**Recommended Action:** Allocate ongoing funding in the amount of \$881,420 to support contracts in the Office of Women's Policy for legal and victim services to survivors of human trafficking and workplace crime.

**Service Impact:** This funding continues the support for survivors of human trafficking and victims of workplace crime by ensuring their basic needs are met and timely case management and legal services are provided to them.

**Background:** Previously, this agreement was funded with monies from the General Fund (\$544,000) and 2012 Measure A (\$180,817). This action provides the funding for ongoing services, shifts all prior cost to the General Fund (including \$180,817 from Measure A funding that expire at the end of FY 16-17), and increases the current funding amount by \$156,603. The funding will provide 50 survivors of human trafficking with case management and basic needs services, 30 survivors of human trafficking with legal services, eight survivors of workplace crimes with legal services, and eight trainings and community outreach activities to be conducted annually.

**Ongoing Cost: \$881,420**  
**One-time Savings: \$544,000**

One-time reduction of contract services included as part of the base budget.

### ↑ Allocate Resources to Coordinate Surveillance and Security Requests

**Recommended Action:** Add 1.0 FTE Program Manager to manage facility security and surveillance technology assessments, analyze requests for resources, and coordinate countywide facility security efforts among professional disciplines.

**Service Impact:** The Program Manager will develop and maintain a process for requests received countywide for new facility security and surveillance technology. The PM will work closely with subject matter experts in Facilities and Fleet, Information Services, Office of the Sheriff, and others, in order to review the request, determine the possible risk, and find appropriate solutions.

**Positions Added: 1.0**  
**Ongoing Cost: \$159,554**  
**One-time Net Cost: \$31,889**

salary savings reflecting time for recruitment: \$39,889  
Services and supplies: \$8,000

### ↑ Allocate Resources for Handling Workers' Compensation Conflicts

**Recommended Action:** Allocate ongoing funding in the amount of \$80,000 for Workers' Compensation Third Party Administrators (TPA) services to handle workers' compensation conflict claims in the Office of Risk Management.

**Service Impact:** Use of TPAs will promote conflict-free management of workers' compensation claims while still maintaining the proper standards in accordance with the State Labor Code requirements.

**Ongoing Cost: \$80,000**

### ● Allocate Resources for Office Reconfiguration in Risk Management

**Recommended Action:** Allocate one-time funding in the amount of \$150,000 for office reconfiguration in the Office of Risk Management.

**Service Impact:** This funding will support implementation plans to redesign and reduce the current dimensions of existing cubicles to allow working space for recently added positions and current positions that will be relocated to the Charcot facility as

part of the migration of this Department into the Office of the County Executive from the Employee Services Agency.

**One-time Cost: \$150,000**

### ↑ Augment Staff to Support the County's Learning Management System

**Recommended Action:** Add 1.0 FTE Program Manager I position in Learning and Employee Development and allocate \$8,000 one-time expenditure for systems equipment, furniture, and supplies.

**Service Impact:** The County's Learning Management System (LMS) has seen increased popularity across the County as a central repository of training and training records. Many County departments have mandated training to meet County, State, and Federal requirements. The new Program Manager will meet the existing demand for LMS management and onboarding of departmental training programs and will create efficiencies across departments that have specific training requirements. In addition, the Program Manager will support the Learning Organization goal of building internal capacity.

**Positions Added: 1.0**

**Ongoing Cost: \$146,514**

**One-time Net Savings: \$28,628**

Salary savings reflecting time for recruitment: \$36,628

Services and supplies: \$8,000

### ↑ Upgrade Charcot Facility Training and Meeting Rooms

**Recommended Action:** Allocate one-time funding in the amount of \$317,000 and ongoing funding in the amount of \$2,000 to upgrade the technology and capabilities of the Charcot Facility training and meeting rooms in Learning and Employee Development.

**Service Impact:** The Charcot Training and Conference Center is the primary location for a wide variety of employee training events and meetings. The upgrades to the Charcot Training and Conference Center will accommodate the County's increased demand for meeting rooms and basic technology expectations for both trainers and participants.

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

**One-time Cost: \$317,000**

### ↑ Augment Staff to Support Equal Opportunity Department

**Recommended Action:** Add 1.0 FTE Program Manager II position in the Equal Opportunity Department (EOD) and allocate \$8,000 one-time expenditure for systems equipment, furniture, and supplies.

**Service Impact:** The new program manager will provide leadership in the following areas:

- development, implementation and analysis of EOD's emerging conflict resolution program, including measurements of results
- development, implementation, and analysis of the newly created countywide Implicit Bias Training
- development of mandatory sexual harassment prevention training for all County employees

**Positions Added: 1.0**

**Ongoing Cost: \$159,554**

**One-time Net Savings: \$31,888**

salary savings reflecting time for recruitment: \$39,888

Services and supplies: \$8,000

### ↑ Increase Supervision of Reasonable Accommodation Activities

**Recommended Action:** Allocate \$129,106 to fund the addition of 1.0 FTE Supervisor position in the Equal Opportunity Department (EOD) and allocate \$8,000 one-time expenditure for systems equipment, furniture, and supplies. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department.

**Service Impact:** The new supervisor will be responsible for the County's compliance with the Americans with Disability Act (ADA) and the State Fair Employment and Housing Act (FEHA), which requires employers to provide reasonable accommodation (RA) to employees and applicants with work restrictions due to a medical condition. EOD Equal Opportunity Officers process approximately 700 requests for accommodations a year, and the new supervisor will ensure the County responds to requests promptly.

**Ongoing Cost: \$129,106**

**One-time Net Savings: \$24,276**

Salary savings reflecting time for recruitment: \$32,276

Services and supplies: \$8,000



### ↑ Allocate Resources for Implicit Bias Training

**Recommended Action:** Allocate ongoing appropriation of \$5,000, in the Equal Opportunity Department, to develop and implement implicit bias training.

**Service Impact:** The Department has collaborated with the Offices of LGBTQ Affairs, Immigration Relations, and Cultural Competency to create a new implicit bias training. Increased funding will cover the costs of training packets, which will include quizzes, resources and exercises for participants.

**Ongoing Cost: \$5,000**

### ↑ Allocate Resources for Consultant Conflict Resolution

**Recommended Action:** Allocate one-time appropriation of \$100,000 for a consultant to create a conflict resolution program for the County.

**Service Impact:** The conflict resolution consultant will perform a needs assessment, service assessment, conflict resolution training, and additional conflict resolution sessions (for data gathering). The consultant will be responsible for identifying any needs to jump-start the program and provide individualized training for Equal Opportunity Officers in conflict resolution skills. The Conflict Resolution Program will reduce workplace conflict, reduce overall discrimination claims, and increase satisfaction with the handling of claims.

**One-time Cost: \$100,000**

### ● Allocate Resources for Office Reconfiguration in the Equal Opportunity Department

**Recommended Action:** Allocate one-time funding in the amount of \$100,000 for office reconfiguration in the Equal Opportunity Department.

**Service Impact:** The Department has adequate space on the floor to house recently added positions and current positions that will be relocated to the Charcot facility as part of the migration of this Department into the Office of the County Executive, from the Employee Services

Agency. However, funding is needed to implement plans to redesign and reduce the current dimensions of existing cubicles.

**One-time Cost: \$100,000**

### ↑ Fund Employee Investigation Workshop

**Recommended Action:** Allocate one-time funding in the amount of \$20,000 to contract with Cornell University to provide a three to four day workshop to provide the advanced skills needed to handle complex employee internal complaints and investigations.

**Service Impact:** Applying the techniques offered in the training will reduce the length of time for the investigation.

**One-time Cost: \$20,000**

### ● Transfer Certain ESA Programs and Employee Wellness Program to County Executive's Office

**Recommended Action:** Transfer the budget and positions for various programs from the Employee Services Agency (ESA), and Employee Wellness (currently in Valley Health Plan) to the Office of the Executive (CEO). The programs being transferred are as follows:

- Risk Management
- Workers' Compensation
- Liability and Property Insurance (including Liability and Property Claims)
- Occupational Safety and Environmental Compliance
- Learning and Employee Development
- Equal Opportunity Department
- Employee Wellness

**Service Impact:** There is no impact to services. This action transfers 79 positions from various ESA departments and six positions from Valley Health Plan's Employee Wellness Department into the Office of the County Executive.



The Administration is realigning several administrative functions between the CEO, ESA and VHP to provide enhanced leadership and administrative support for these core services, while committing more focused executive support for recruitment, labor relations and employee benefit services. The recommended action will align the position and budget allocations to the new administrative structure.

**Ongoing Savings: \$0**

All revenues, reimbursements, and expenditures will be transferred from various ESA departments and Employee Wellness Program.

**↑ Transfer Certain Positions in Liability Claims Unit to County Counsel**

**Recommended Action:** Transfer 1.0 FTE Claims Manager position, 2.0 FTE Liability Claims Adjuster III positions, and 1.0 FTE Administrative Assistant position in the Risk Management Liability Claims Unit to County Counsel's Office.

**Service Impact:** The transfer of four positions to County Counsel is intended to streamline and integrate the claims process with the current pre-litigation investigations, help reduce redundancy in maintaining case files, reviewing claims, and processing paperwork related to litigation. This transfer will improve communication and coordination between staff involved in processing claims filed against the County. See Office of the County Counsel (BU 120) section of the Recommended Budget for additional information.

**Positions Deleted: 4.0 FTE**

**Ongoing Savings: \$587,788**

Savings offset by cost in County Counsel

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
010717	County Executive Administration -Fund 0001	\$ 12,841,295	\$ 15,510,077	\$ 17,010,478	\$ 20,724,103	\$ 5,214,026	33.6%
1126	Equal Opportunity - Fund 0001	1,387,263	1,851,083	1,866,761	2,825,471	974,388	52.6%
1131	Office Of Women's Policy Fund 0001	1,064,069	1,073,877	1,357,378	1,822,162	748,285	69.7%
1163	Learning & Employee Development - Fund 0001	1,238,524	2,075,441	1,993,141	2,428,416	352,975	17.0%
1164	Education Assistance - Fund 0001	1,554,750	1,201,612	1,201,612	1,201,612	—	—
1220	Budget And Analysis Fund 0001	2,820,797	3,413,870	3,855,406	3,997,535	583,665	17.1%
1219	Cultural Competency-Children's Svc-Fund 0001	353,790	546,243	656,619	1,349,989	803,746	147.1%
1330	Veterans' Services - Fund 0001	833,961	945,566	1,089,746	1,897,779	952,213	100.7%
1331	The Office of LGBTQ Affairs - Fund 0001	149,538	538,322	506,501	681,637	143,315	26.6%
2530	Office Of Emergency Svcs Fund 0001	7,442,298	3,479,585	3,075,418	3,080,292	(399,293)	-11.5%
2532	Office of Sustainability - Fund 0001	1,366,248	699,837	771,787	844,982	145,145	20.7%



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2533	Immigrant Relation&Integration Svc- Fund 0001	2,316,642	1,430,307	1,620,449	1,621,736	191,429	13.4%
2535	AB109-Resource Services - Fund 0001	1,244,653	2,114,539	2,394,204	2,697,865	583,326	27.6%
2536	Reentry-Resource Services- Fund 0001	1,367,339	1,956,321	1,986,527	1,986,921	30,600	1.6%
5700	Human Relations Fund 0001	1,252,865	1,547,980	1,690,408	1,707,135	159,155	10.3%
<b>Total Net Expenditures \$</b>		<b>37,234,032 \$</b>	<b>38,384,661 \$</b>	<b>41,076,435 \$</b>	<b>48,867,635 \$</b>	<b>10,482,974</b>	<b>27.3%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
010717	County Executive Administration -Fund 0001	\$ 12,987,094	\$ 15,749,624	\$ 17,382,940	\$ 21,096,565	\$ 5,346,941	33.9%
1126	Equal Opportunity - Fund 0001	1,460,933	1,927,941	1,944,715	3,344,942	1,417,001	73.5%
1131	Office Of Women's Policy Fund 0001	1,068,810	1,073,877	1,357,378	1,822,162	748,285	69.7%
1144	Employee Wellness Fund 0001	—	—	—	1,708,346	1,708,346	n/a
1163	Learning & Employee Development - Fund 0001	1,397,186	2,270,441	2,188,141	2,623,416	352,975	15.5%
1164	Education Assistance - Fund 0001	1,554,750	1,201,612	1,201,612	1,201,612	—	—
1220	Budget And Analysis Fund 0001	2,820,797	3,413,870	3,855,406	3,997,535	583,665	17.1%
1219	Cultural Competency- Children's Svc-Fund 0001	353,790	546,243	656,619	1,349,989	803,746	147.1%
1330	Veterans' Services - Fund 0001	833,961	945,566	1,089,746	1,897,779	952,213	100.7%
1331	The Office of LGBTQ Affairs - Fund 0001	149,538	538,322	531,501	706,637	168,315	31.3%
2530	Office Of Emergency Svcs Fund 0001	7,614,793	3,479,585	3,075,418	3,080,292	(399,293)	-11.5%
2532	Office of Sustainability - Fund 0001	1,366,248	699,837	771,787	844,982	145,145	20.7%



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2533	Immigrant Relation&Integration Svc- Fund 0001	2,316,642	1,430,307	1,620,449	1,621,736	191,429	13.4%
2535	AB109-Resource Services - Fund 0001	1,244,653	2,114,539	2,394,204	2,697,865	583,326	27.6%
2536	Reentry-Resource Services- Fund 0001	1,367,339	1,956,321	1,986,527	1,986,921	30,600	1.6%
5700	Human Relations Fund 0001	1,540,941	1,817,957	2,018,385	2,035,112	217,155	11.9%
<b>Total Gross Expenditures \$</b>		<b>38,077,475 \$</b>	<b>39,166,043 \$</b>	<b>42,074,828 \$</b>	<b>52,015,891 \$</b>	<b>12,849,848</b>	<b>32.8%</b>

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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 20,238,983	\$ 25,318,387	\$ 28,013,887	\$ 31,856,497	\$ 6,538,110	25.8%
Services And Supplies	17,738,492	13,847,656	14,060,941	20,159,394	6,311,738	45.6%
Operating/Equity Transfers	100,000	—	—	—	—	—
<b>Total Gross Expenditures \$</b>	<b>38,077,475 \$</b>	<b>39,166,043 \$</b>	<b>42,074,828 \$</b>	<b>52,015,891 \$</b>	<b>12,849,848</b>	<b>32.8%</b>
Expenditure Transfers	(843,443)	(781,382)	(998,393)	(3,148,256)	(2,366,874)	302.9%
<b>Total Net Expenditures \$</b>	<b>37,234,032 \$</b>	<b>38,384,661 \$</b>	<b>41,076,435 \$</b>	<b>48,867,635 \$</b>	<b>10,482,974</b>	<b>27.3%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
010717	County Executive Administration -Fund 0001	\$ 8,764,935	\$ 8,764,507	\$ 8,756,507	\$ 8,756,507	(8,000)	-0.1%
1131	Office Of Women's Policy Fund 0001	40,854	39,235	39,235	39,235	—	—
1330	Veterans' Services - Fund 0001	70,541	70,000	80,000	80,000	10,000	14.3%
2530	Office Of Emergency Svcs Fund 0001	4,135,183	—	—	—	—	—



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2532	Office of Sustainability - Fund 0001	389,356	—	—	—	—	—
2535	AB109-Resource Services - Fund 0001	1,244,653	2,054,130	1,928,130	2,226,130	172,000	8.4%
2536	Reentry-Resource Services- Fund 0001	1,403,767	1,793,892	1,793,892	1,793,892	—	—
5700	Human Relations Fund 0001	65,785	14,000	129,000	129,000	115,000	821.4%
<b>Total Revenues \$</b>		<b>16,115,074 \$</b>	<b>12,735,764 \$</b>	<b>12,726,764 \$</b>	<b>13,024,764 \$</b>	<b>289,000</b>	<b>2.3%</b>

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

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - Federal	\$ 4,369,854	\$ —	\$ —	\$ —	—	—
Charges For Services	3,982,624	3,623,846	3,738,846	3,738,846	115,000	3.2%
Other Financing Sources	6,303,101	7,248,026	7,114,026	7,412,026	164,000	2.3%
Aid From Government Agencies - State	1,459,495	1,863,892	1,873,892	1,873,892	10,000	0.5%
<b>Total Revenues \$</b>	<b>16,115,074 \$</b>	<b>12,735,764 \$</b>	<b>12,726,764 \$</b>	<b>13,024,764 \$</b>	<b>289,000</b>	<b>2.3%</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 2017 Approved Budget	59.0	\$ 15,510,077	\$ 8,764,507
Board Approved Adjustments During FY 2017	11.0	1,624,513	(8,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	262,639	—
IntraCounty Adjustments	—	837,191	—
Other Adjustments	—	(1,223,942)	—
<b>Subtotal (Current Level Budget)</b>	<b>70.0</b>	<b>\$ 17,010,478</b>	<b>\$ 8,756,507</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 44,824	\$ —
Decision Packages			
107.11 Allocate Resources to support CountywideData Inventory	—	32,120	—



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

	Positions	Appropriations	Revenues
107.10 Allocate Resources to Support Countywide Data Summit	—	10,000	—
107.36 Augment Staff in Administration	1.0	108,641	—
107.37 Allocate Resources for CEO Reconfiguration	—	275,000	—
107.39 Allocate Funding to Experiment w/Leadership Developm.	—	1,200,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(24,812)	—
107.40 Allocate Resources to Coordinate Security Request	1.0	127,665	—
107.09 Allocate Resources for Countywide Contracting Evaluat	—	1,600,000	—
107.08 Allocate Resources for Jail Reforms Training	—	100,000	—
107.07 Augment staff for Jail Reforms Effort	1.0	173,187	—
107.02 Allocate Resources for IPM Spatial Monitoring & SDMS	—	67,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 3,713,625</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>73.0</b>	<b>\$ 20,724,103</b>	<b>\$ 8,756,507</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 2017 Approved Budget	10.0	\$ 1,851,083	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,140	—
IntraCounty Adjustments	—	74,437	—
Other Adjustments	—	(117,899)	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 1,866,761</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (440,338)	\$ —
Decision Packages			
107.60 Transfer Certain Programs in ESA To CEO	6.0	944,449	—
BU 107.54 Augment Staff to Support Equal Opportunity Depart.	1.0	127,666	—
BU 107.55 Increase Supervision of Reasonable Acc. Activities	—	104,830	—
BU 107.56 Allocate Resources for Implicit Bias Training	—	5,000	—
107.57 Allocate Resources for Consultant Conflict Resolution	—	100,000	—
107.58 Office Reconfiguration in the Equal Opportunity	—	100,000	—
107.59 Funding for Employee Investigation Workshop	—	20,000	—



### Equal Opportunity - Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(2,897)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>7.0</b>	<b>\$ 958,710</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 2,825,471</b>	<b>\$ —</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 2017 Approved Budget	5.0	\$ 1,073,877	\$ 39,235
Board Approved Adjustments During FY 2017	—	(8,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,202	—
IntraCounty Adjustments	—	104,687	—
Other Adjustments	—	139,612	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 1,357,378</b>	<b>\$ 39,235</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 3,688	\$ —
Decision Packages			
107.25 Allocate Funding to Support Women's & Girls' Justice	—	125,000	—
107.26 Increase Funding to Support Victims of Human Traffick	—	337,420	—
Reduce PERS by \$7M due to prepayment of UAL	—	(1,324)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 464,784</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 1,822,162</b>	<b>\$ 39,235</b>

### Employee Wellness Fund 0001 — Cost Center 1144 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—



## Employee Wellness Fund 0001 — Cost Center 1144 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	7,058 \$	—
Decision Packages			
107.41 Transfer Employee Wellness Program to CEO	6.0	(7,058)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0 \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>6.0 \$</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 2017 Approved Budget	12.0 \$	2,075,441 \$	—
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	56,881	—
IntraCounty Adjustments	—	(53,356)	—
Other Adjustments	—	(85,825)	—
<b>Subtotal (Current Level Budget)</b>	<b>12.0 \$</b>	<b>1,993,141 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	1,047 \$	—
Decision Packages			
BU 107.52 Augm. Staff to Support the County's Learn Mgmt Sys	1.0	117,886	—
BU 107.53 Upgrade Charcot Facility Training and Mtg Rooms	—	319,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,658)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0 \$</b>	<b>435,275 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>13.0 \$</b>	<b>2,428,416 \$</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 2017 Approved Budget	—	\$ 1,201,612	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,201,612</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 1,201,612</b>	<b>\$ —</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 2017 Approved Budget	16.0	\$ 3,413,870	\$ —
Board Approved Adjustments During FY 2017	1.0	(24,188)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	125,134	—
IntraCounty Adjustments	—	315,257	—
Other Adjustments	—	25,333	—
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 3,855,406</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 12,334	\$ —
Decision Packages			
SCC.02 - Augment Staff for Capital Improvement Program	1.0	135,341	—
Reduce PERS by \$7M due to prepayment of UAL	—	(5,546)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 142,129</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.0</b>	<b>\$ 3,997,535</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 2017 Approved Budget	3.0	\$ 546,243	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,754	—
IntraCounty Adjustments	—	73,399	—
Other Adjustments	—	10,223	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 656,619</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,458	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,041)	—
107.49 Resources to Support Advocacy Efforts in the Communit	6.0	691,953	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0</b>	<b>\$ 693,370</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,349,989</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 2017 Approved Budget	7.0	\$ 945,566	\$ 70,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,601	—
IntraCounty Adjustments	—	149,939	—
Other Adjustments	—	(27,360)	10,000
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,089,746</b>	<b>\$ 80,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 4,936	\$ —
Decision Packages			
107.28 Augment Staff in VETS to Increase Customer Service &	2.0	148,797	—
107.29 Allocate Resources to Increase Veteran Services Avail	3.0	314,426	—
107.30 Allocate Resources to Increase VETS Analytical Suppor	1.0	124,766	—
107.32 Allocate Resources for VETS Hardware & Software	—	40,000	—



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

	Positions	Appropriations	Revenues
107.34 Allocate Resources for Training and Accreditations	—	37,000	—
107.35 Allocate Resources for VETS Reconfiguration	—	140,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(1,892)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0</b>	<b>\$ 808,033</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 1,897,779</b>	<b>\$ 80,000</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 2017 Approved Budget	3.0	\$ 538,322	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,889	—
IntraCounty Adjustments	—	28,771	—
Other Adjustments	—	(77,481)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 506,501</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 819	\$ —
Decision Packages			
107.22 Allocate Resources to LGBTQ Youth Wellness Initiative	—	175,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(683)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 175,136</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 681,637</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 2017 Approved Budget	10.0	\$ 3,479,585	\$ —
Board Approved Adjustments During FY 2017	—	6,862	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	13,382	—
IntraCounty Adjustments	—	(508,067)	—



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

	Positions	Appropriations	Revenues
Other Adjustments	—	83,656	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 3,075,418</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$(342,564)	—
Decision Packages			
SCC.05 ISD&CEO- Trans Fndng related to Mass Notification Sys	—	350,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	\$(2,562)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 4,874</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 3,080,292</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 2017 Approved Budget	5.0	\$ 699,837	\$ —
Board Approved Adjustments During FY 2017	1.0	200,312	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,246	—
IntraCounty Adjustments	—	\$(16,522)	—
Other Adjustments	—	\$(118,086)	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 771,787</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	—	—
Decision Packages			
107.12 Allocate Resources to Supp Sustainability Master Plan	—	75,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	\$(1,805)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 73,195</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 844,982</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 2017 Approved Budget	4.0	\$ 1,430,307	\$ —
Board Approved Adjustments During FY 2017	1.0	89,133	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,326	—
IntraCounty Adjustments	—	77,072	—
Other Adjustments	—	(2,389)	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 1,620,449</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,458	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,171)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,287</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 1,621,736</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 2017 Approved Budget	12.0	\$ 2,114,539	\$ 2,054,130
Board Approved Adjustments During FY 2017	1.0	221,948	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(57,116)	—
IntraCounty Adjustments	—	242,001	—
Other Adjustments	—	(127,168)	(126,000)
<b>Subtotal (Current Level Budget)</b>	<b>13.0</b>	<b>\$ 2,394,204</b>	<b>\$ 1,928,130</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 9,033	\$ 298,000
Decision Packages			
107.38 Allocate Funding to Support Restore Life Skill Prog	—	298,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,372)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 303,661</b>	<b>\$ 298,000</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 2,697,865</b>	<b>\$ 2,226,130</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 2017 Approved Budget	1.5	\$ 1,956,321	\$ 1,793,892
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,325	—
IntraCounty Adjustments	—	22,976	—
Other Adjustments	—	(95)	—
<b>Subtotal (Current Level Budget)</b>	<b>1.5</b>	<b>\$ 1,986,527</b>	<b>\$ 1,793,892</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 819	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(425)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 394</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.5</b>	<b>\$ 1,986,921</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 2017 Approved Budget	11.0	\$ 1,547,980	\$ 14,000
Board Approved Adjustments During FY 2017	—	(9,300)	115,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	19,989	—
IntraCounty Adjustments	—	155,280	—
Other Adjustments	—	(23,541)	—
<b>Subtotal (Current Level Budget)</b>	<b>11.0</b>	<b>\$ 1,690,408</b>	<b>\$ 129,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 7,445	\$ —
Decision Packages			
107.18 Allocate Resources for Volunteer Program Mediator Trn	—	12,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,718)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 16,727</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.0</b>	<b>\$ 1,707,135</b>	<b>\$ 129,000</b>



### Risk Management— Budget Unit 108 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	\$ 94	\$ (2,511)	\$ —	\$ —	2,511	-100.0%
1147	Workers' Compensation-Fund 0078	40,758,140	45,996,510	47,325,543	47,550,009	1,553,499	3.4%
1149	Risk Mgt Admin Fund 0001	—	—	—	804,953	804,953	n/a
2310	Liablility/Property Insur. Claims - Fund 0075	34,246,944	32,726,785	35,766,988	35,247,012	2,520,227	7.7%
<b>Total Net Expenditures</b>		<b>\$ 75,005,177</b>	<b>\$ 78,720,784</b>	<b>\$ 83,092,531</b>	<b>\$ 83,601,974</b>	<b>\$ 4,881,190</b>	<b>6.2%</b>

### Risk Management— Budget Unit 108 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	\$ 1,231,564	\$ 1,326,848	\$ 1,335,936	\$ 1,334,362	7,514	0.6%
1147	Workers' Compensation-Fund 0078	40,758,140	46,424,691	47,325,543	47,550,009	1,125,318	2.4%
1149	Risk Mgt Admin Fund 0001	—	—	—	804,953	804,953	n/a
2310	Liablility/Property Insur. Claims - Fund 0075	34,246,944	34,680,605	36,050,824	35,530,848	850,243	2.5%
<b>Total Gross Expenditures</b>		<b>\$ 76,236,647</b>	<b>\$ 82,432,143</b>	<b>\$ 84,712,303</b>	<b>\$ 85,220,172</b>	<b>\$ 2,788,028</b>	<b>3.4%</b>

### Risk Management— Budget Unit 108 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 6,849,714	\$ 6,868,649	\$ 7,237,049	\$ 7,441,239	572,590	8.3%
Services And Supplies	69,357,620	75,543,524	77,475,254	77,778,933	2,235,408	3.0%
Fixed Assets	29,314	—	—	—	—	—
Reserves	—	19,970	—	—	(19,970)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 76,236,647</b>	<b>\$ 82,432,143</b>	<b>\$ 84,712,303</b>	<b>\$ 85,220,172</b>	<b>\$ 2,788,028</b>	<b>3.4%</b>
Expenditure Transfers	(1,231,470)	(3,711,360)	(1,619,772)	(1,618,198)	2,093,162	-56.4%
<b>Total Net Expenditures</b>	<b>\$ 75,005,177</b>	<b>\$ 78,720,784</b>	<b>\$ 83,092,531</b>	<b>\$ 83,601,974</b>	<b>\$ 4,881,190</b>	<b>6.2%</b>



### Risk Management— Budget Unit 108 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1147	Workers' Compensation-Fund 0078	\$ 56,559,058	\$ 90,246,374	\$ 49,808,869	\$ 49,808,869	\$ (40,437,505)	-44.8%
2310	Liability/Property Insur. Claims - Fund 0075	28,279,549	32,011,147	43,374,148	43,374,148	11,363,001	35.5%
<b>Total Revenues</b>		<b>\$ 84,838,607</b>	<b>\$ 122,257,521</b>	<b>\$ 93,183,017</b>	<b>\$ 93,183,017</b>	<b>\$ (29,074,504)</b>	<b>-23.8%</b>

### Risk Management— Budget Unit 108 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 1,167,439	\$ 1,292,607	\$ 1,708,224	\$ 1,708,224	\$ 415,617	32.2%
Aid From Government Agencies - Federal	4,744	3,731	3,731	3,731	—	—
Charges For Services	81,076,035	84,657,104	89,166,983	89,166,983	4,509,879	5.3%
Other Financing Sources	2,590,389	36,304,079	2,304,079	2,304,079	(34,000,000)	-93.7%
<b>Total Revenues</b>	<b>\$ 84,838,607</b>	<b>\$ 122,257,521</b>	<b>\$ 93,183,017</b>	<b>\$ 93,183,017</b>	<b>\$ (29,074,504)</b>	<b>-23.8%</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 2017 Approved Budget	6.0	\$ (2,511)	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,421	—
IntraCounty Adjustments	—	(11,510)	—
Other Adjustments	—	(7,400)	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,360	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,360)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ —</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 2017 Approved Budget	34.0	\$ 45,996,510	\$ 90,246,374
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	259,291	—
IntraCounty Adjustments	—	1,050,534	—
Other Adjustments	—	19,208	(40,437,505)
<b>Subtotal (Current Level Budget)</b>	<b>34.0</b>	<b>\$ 47,325,543</b>	<b>\$ 49,808,869</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,687	\$ —
Decision Packages			
BU 107.50 Allocate Rsrcs for Handling of Wrks' Comp Cnflct	—	80,000	—
BU 107.51 Office Reconfiguration in Risk Management	—	150,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(8,221)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 224,466</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>34.0</b>	<b>\$ 47,550,009</b>	<b>\$ 49,808,869</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 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
107.60 Transfer Certain Programs in ESA To CEO	5.0	804,953	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 804,953</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 804,953</b>	<b>\$ —</b>





**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 2017 Approved Budget	10.0	\$ 32,726,785	\$ 32,011,147
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	53,800	—
IntraCounty Adjustments	—	1,183,479	11,207,384
Other Adjustments	—	1,802,924	155,617
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 35,766,988</b>	<b>\$ 43,374,148</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 70,206	\$ —
Decision Packages			
130.120.02 Transfer Pos in Liab Claims to County Counsel	-4.0	(587,788)	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,394)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-4.0</b>	<b>\$ (519,976)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 35,247,012</b>	<b>\$ 43,374,148</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 463,441	\$ 693,505	\$ 892,710	\$ 891,801	\$ 198,296	28.6%
	<b>Total Net Expenditures</b>	<b>\$ 463,441</b>	<b>\$ 693,505</b>	<b>\$ 892,710</b>	<b>\$ 891,801</b>	<b>\$ 198,296</b>	<b>28.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 684,109	\$ 914,173	\$ 1,113,378	\$ 1,112,469	\$ 198,296	21.7%
	<b>Total Gross Expenditures</b>	<b>\$ 684,109</b>	<b>\$ 914,173</b>	<b>\$ 1,113,378</b>	<b>\$ 1,112,469</b>	<b>\$ 198,296</b>	<b>21.7%</b>



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

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 484,216	\$ 499,394	\$ 674,949	\$ 674,040	\$ 174,646	35.0%
Services And Supplies	199,893	270,477	294,556	294,556	24,079	8.9%
Reserves	—	144,302	143,873	143,873	(429)	-0.3%
<b>Total Gross Expenditures</b>	<b>\$ 684,109</b>	<b>\$ 914,173</b>	<b>\$ 1,113,378</b>	<b>\$ 1,112,469</b>	<b>\$ 198,296</b>	<b>21.7%</b>
Expenditure Transfers	(220,668)	(220,668)	(220,668)	(220,668)	—	—
<b>Total Net Expenditures</b>	<b>\$ 463,441</b>	<b>\$ 693,505</b>	<b>\$ 892,710</b>	<b>\$ 891,801</b>	<b>\$ 198,296</b>	<b>28.6%</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 593,620	\$ 441,189	\$ 441,189	\$ 441,189	—	—
	<b>Total Revenues</b>	<b>\$ 593,620</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Licenses, Permits, Franchises	\$ 146,168	\$ 30,000	\$ 30,000	\$ 30,000	—	—
Revenue From Use Of Money/Property	4,772	3,000	3,000	3,000	—	—
Charges For Services	441,336	408,189	408,189	408,189	—	—
Other Financing Sources	1,344	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 593,620</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 2017 Approved Budget	3.0	\$ 693,505	\$ 441,189
Board Approved Adjustments During FY 2017	1.0	163,353	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,216	—
IntraCounty Adjustments	—	24,079	—



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

	Positions	Appropriations	Revenues
Other Adjustments	—	(3,443)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0 \$</b>	<b>892,710 \$</b>	<b>441,189</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(909)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(909) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>4.0 \$</b>	<b>891,801 \$</b>	<b>441,189</b>

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1420	Permanent Support Housing- Fund 0001	\$ 390,472	\$ —	\$ —	\$ —	—	—
1421	Non-MHSA Housing Support - Fund 0001	5,317,841	23,544,156	32,684,363	42,843,243	19,299,087	82.0%
1422	Continuum of Care - Fund 0001	—	—	2,067,665	3,037,961	3,037,961	n/a
1169	Housing Bond Prog Fund 0208	161,685	158,861	192,961	192,961	34,100	21.5%
1170	OAH Admin Fund 0001	790,164	636,766	775,535	778,258	141,492	22.2%
1174	Housing Set Aside Fund 0196	573,406	105,689	105,739	105,739	50	0.0%
1178	CalHome Resue Account Fund 0104	—	10,000	10,000	10,000	—	—
9859	Stanford Affordable Housing Fund 0289	4,093,037	93,037	93,037	93,037	—	—
016801	Housing & Community Development	797,982	3,496,388	3,465,074	3,465,074	(31,314)	-0.9%
<b>Total Net Expenditures</b>		<b>\$ 12,124,587</b>	<b>\$ 28,044,896</b>	<b>\$ 39,394,374</b>	<b>\$ 50,526,273</b>	<b>\$ 22,481,376</b>	<b>80.2%</b>



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1420	Permanent Support Housing- Fund 0001	\$ 390,472	\$ —	\$ —	\$ —	—	—
1421	Non-MHSA Housing Support - Fund 0001	6,589,379	25,119,927	34,553,482	44,712,362	19,592,435	78.0%
1422	Continuum of Care - Fund 0001	—	—	2,067,665	3,037,961	3,037,961	n/a
1169	Housing Bond Prog Fund 0208	161,685	158,861	192,961	192,961	34,100	21.5%
1170	OAH Admin Fund 0001	1,431,698	1,371,252	1,510,021	1,512,744	141,492	10.3%
1174	Housing Set Aside Fund 0196	573,406	105,689	105,739	105,739	50	0.0%
1178	CalHome Resue Account Fund 0104	—	10,000	10,000	10,000	—	—
9859	Stanford Affordable Housing Fund 0289	4,093,037	93,037	93,037	93,037	—	—
016801	Housing & Community Development	797,982	3,496,388	3,465,074	3,465,074	(31,314)	-0.9%
<b>Total Gross Expenditures</b>		<b>\$ 14,037,659</b>	<b>\$ 30,355,153</b>	<b>\$ 41,997,979</b>	<b>\$ 53,129,878</b>	<b>\$ 22,774,724</b>	<b>75.0%</b>

**Office of Supportive Housing— Budget Unit 168**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 922,683	\$ 3,266,031	\$ 3,540,091	\$ 3,533,968	\$ 267,937	8.2%
Services And Supplies	12,742,330	27,089,122	38,457,888	49,595,910	22,506,787	83.1%
Operating/Equity Transfers	372,646	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 14,037,659</b>	<b>\$ 30,355,153</b>	<b>\$ 41,997,979</b>	<b>\$ 53,129,878</b>	<b>\$ 22,774,724</b>	<b>75.0%</b>
Expenditure Transfers	(1,913,071)	(2,310,257)	(2,603,605)	(2,603,605)	(293,348)	12.7%
<b>Total Net Expenditures</b>	<b>\$ 12,124,587</b>	<b>\$ 28,044,896</b>	<b>\$ 39,394,374</b>	<b>\$ 50,526,273</b>	<b>\$ 22,481,376</b>	<b>80.2%</b>



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1421	Non-MHSA Housing Support - \$ Fund 0001	— \$	7,984,161 \$	8,363,482 \$	13,723,482 \$	5,739,321	71.9%
1422	Continuum of Care - Fund 0001	—	—	2,067,665	3,686,525	3,686,525	n/a
1119	Mortgage & Rental Asst Fund 0198	13,790	—	—	—	—	—
1169	Housing Bond Prog Fund 0208	170,769	90,647	90,647	90,647	—	—
1170	OAH Admin Fund 0001	6,105	—	—	—	—	—
1174	Housing Set Aside Fund 0196	215,052	105,559	105,559	105,559	—	—
1178	CalHome Resue Account Fund 0104	133	10,000	10,000	10,000	—	—
9859	Stanford Affordable Housing Fund 0289	648,194	1,904,174	1,904,174	1,904,174	—	—
016801	Housing & Community Development	1,895,313	2,625,996	2,625,996	2,625,996	—	—
<b>Total Revenues \$</b>		<b>2,949,355 \$</b>	<b>12,720,537 \$</b>	<b>15,167,523 \$</b>	<b>22,146,383 \$</b>	<b>9,425,846</b>	<b>74.1%</b>

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

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property \$	499,812 \$	75,700 \$	75,700 \$	75,700 \$	—	—
Other Financing Sources	985,949	1,212,929	887,929	5,887,929	4,675,000	385.4%
Aid From Government Agencies - Federal	966,348	8,247,748	10,779,734	12,398,594	4,150,846	50.3%
Licenses, Permits, Franchises	497,246	1,874,160	1,874,160	1,874,160	—	—
Aid From Government Agencies - State	—	10,000	10,000	10,000	—	—
Charges For Services	—	1,300,000	1,540,000	1,900,000	600,000	46.2%
<b>Total Revenues \$</b>	<b>2,949,355 \$</b>	<b>12,720,537 \$</b>	<b>15,167,523 \$</b>	<b>22,146,383 \$</b>	<b>9,425,846</b>	<b>74.1%</b>

## Non-MHSA Housing Support - 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 2017 Approved Budget	16.0	\$ 23,544,156	\$ 7,984,161
Board Approved Adjustments During FY 2017	—	8,767,497	704,321
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	78,967	—



### Non-MHSA Housing Support - Fund 0001 — Cost Center 1421 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	5,935	—
Other Adjustments	—	287,808	(325,000)
<b>Subtotal (Current Level Budget)</b>	<b>16.0</b>	<b>\$ 32,684,363</b>	<b>\$ 8,363,482</b>

#### Recommended Changes for FY 2018

IntraCounty Adjustments	—	\$ —	\$ 5,000,000
Decision Packages			
168.01 Allocate Resources for Emergency Shelter Services	—	76,650	—
168.02 Allocate Resources to Expand the Cold Weather Shelter	—	850,000	—
SCC.06 Transfer HIV/AIDS Housing Assistance Program	—	492,662	—
SCC.07 Transfer Services for Homeless&Transitional Housing	—	173,912	—
SCC.08 Allocate Resources for Homelessness Prevention	—	610,000	—
168.10 Allocate Resources for Outreach to Homeless Individua	—	150,000	50,000
168.12 Allocate Resources for Housing and Outreach inMt.View	—	185,000	185,000
168.13 Allocate Resources for Supportive Housing-Santa Clara	—	125,000	125,000
SCC.12 Continuous Recovery Services-Rapid Rehousing Programs	—	500,000	—
SCC.14 Allocate Resources-SCVMC Supportive Housiing Program	—	2,000,000	—
168.11 Allocate AB109 Funding to Reentry Housing Programs	—	5,000,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(4,344)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 10,158,880</b>	<b>\$ 5,360,000</b>
<b>Recommended Budget</b>	<b>16.0</b>	<b>\$ 42,843,243</b>	<b>\$ 13,723,482</b>

### Continuum of Care - Fund 0001 — Cost Center 1422 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	2,067,665	2,067,665
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 2,067,665</b>	<b>\$ 2,067,665</b>



**Continuum of Care - Fund 0001 — Cost Center 1422**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
168.03 Recognize 2015 HUD Planning Grant Revenue	—	—	518,564
168.04 Recognize 2016 HUD Planning Grant Revenue	—	570,296	570,296
168.05 Recognize HUD 2016 Coordinated Entry System Grant	—	—	130,000
168.06 Recognize HUD 2016 Rapid Rehousing Grant	—	400,000	400,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 970,296</b>	<b>\$ 1,618,860</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 3,037,961</b>	<b>\$ 3,686,525</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 2017 Approved Budget	—	\$ 158,861	\$ 90,647
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	34,100	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 192,961</b>	<b>\$ 90,647</b>
<b>Recommended Changes for FY 2018</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>\$ 192,961</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 2017 Approved Budget	7.0	\$ 636,766	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,396	—
IntraCounty Adjustments	—	122,046	—
Other Adjustments	—	327	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 775,535</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 4,502	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,779)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,723</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 778,258</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 2017 Approved Budget	—	\$ 105,689	\$ 105,559
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	50	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 105,739</b>	<b>\$ 105,559</b>
<b>Recommended Changes for FY 2018</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>\$ 105,739</b>	<b>\$ 105,559</b>





**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 2017 Approved Budget	—	\$ 10,000	\$ 10,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Recommended Changes for FY 2018</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>\$ 10,000</b>

**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 2017 Approved Budget	—	\$ 93,037	\$ 1,904,174
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 93,037</b>	<b>\$ 1,904,174</b>
<b>Recommended Changes for FY 2018</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>\$ 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 2017 Approved Budget	— \$	1,330,952 \$	766,179
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>1,330,952 \$</b>	<b>766,179</b>
<b>Recommended Changes for FY 2018</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>1,330,952 \$</b>	<b>766,179</b>
<b>0036-Unincorporated Area Rehabilitation (Fund Number 0036)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	658,824 \$	443,346
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(34,100)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>624,724 \$</b>	<b>443,346</b>
<b>Recommended Changes for FY 2018</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>624,724 \$</b>	<b>443,346</b>
<b>0029-Rental Rehabilitation Program (Fund Number 0029)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	25,400 \$	25,400
Board Approved Adjustments During FY 2017	—	—	—
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>



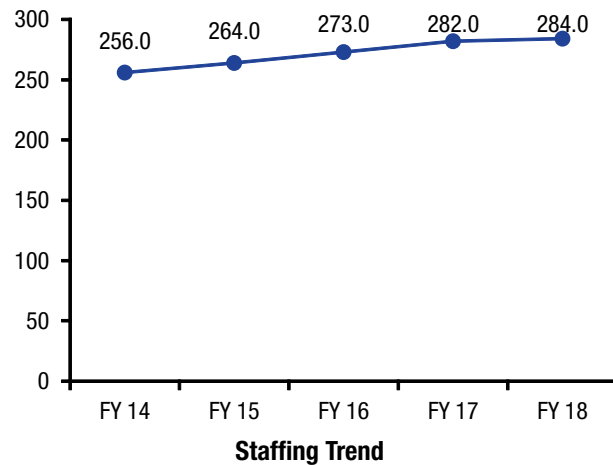
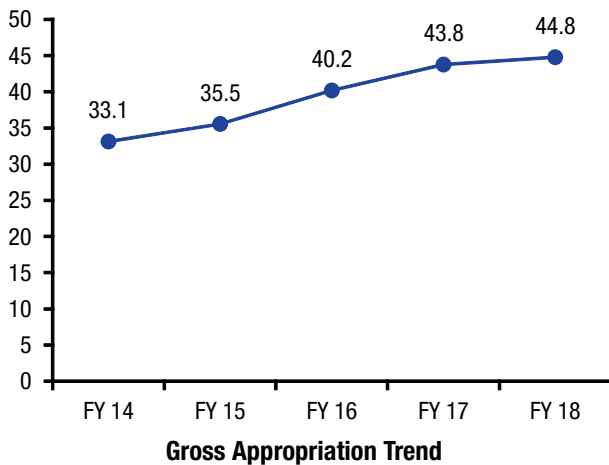
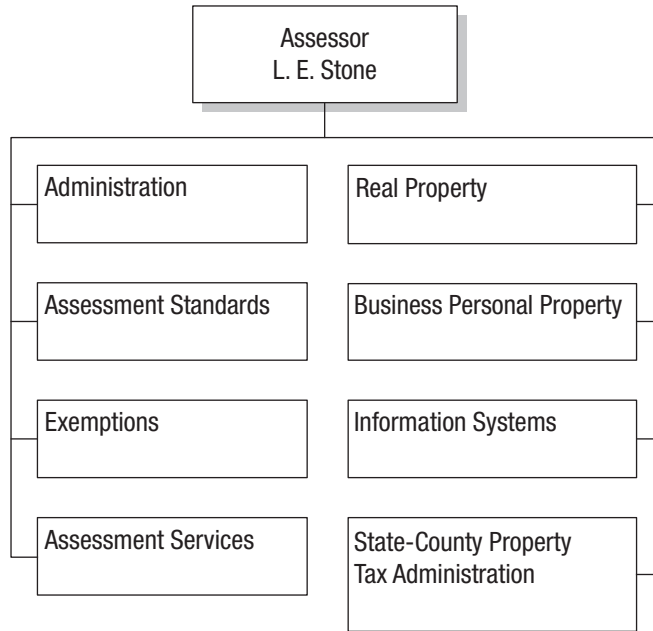
## Housing & Community Development — Cost Center 016801

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</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 2017 Approved Budget	— \$	1,481,212 \$	1,391,071
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	2,786	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>1,483,998 \$</b>	<b>1,391,071</b>
<b>Recommended Changes for FY 2018</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>1,483,998 \$</b>	<b>1,391,071</b>



# Office of the Assessor





## Description of Major Services

The Assessor is the elected official responsible for locating all taxable real and personal property in the County, identifying ownership, establishing a value for all property subject to local property taxation, completing the assessment roll, and applying all legal exemptions. The assessment roll comprises all assessable real and personal property roll units and is the basis on which property taxes are levied. Property

taxes are an essential source of revenue supporting basic public services provided by schools and local governments. These public jurisdictions form the foundation of our region's quality of life. The Office also provides assessment-related information to the public and cooperates with other public agencies regarding assessment matters.

## Measure of Success

**Percent of Completed Assessments:** The Office of the Assessor is responsible for completing an annual assessment roll that includes all assessable property in a timely, accurate, and efficient manner. This legally mandated assessment roll, the basis by which property taxes are levied, represents the entire assessment workload during a tax year and includes changes of ownership, deed processing, new construction, new parcels, possessory interests, audits, business property statements, and reviews under Proposition 8, which allows a temporary reduction in assessed value when real property value drops. The completeness of the assessment roll assures those agencies dependent on property tax revenue that the roll reflects the current market activity.

**Customer Satisfaction Rate:** The Office of the Assessor provides current assessment-related information to the public and to governmental agencies in a timely and responsive way. The Department conducts annual customer satisfaction surveys of property owners, agents, taxpayers, and other institutions. The Office evaluates promptness, helpfulness, professionalism, and

overall satisfaction for each of the business units within the Department to ensure high service levels for stakeholders.

Office of the Assessor	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Measure of Success	Actual	Actual	Actual	Anticipated	Targeted
Percent of Completed Assessments	98.5%	97.6%	98.9%	98.0%	99.0%
Customer Satisfaction Rate	86.3%	85.8%	88.2%	87.0%	88.0%

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Staff Resources for New Tax Assessment Discovery Program	↑	Additional positions to enable new Assessment Discovery resources	2.0	\$176,166	(\$44,048)
Replace Assessor's Office Document Management System	↑	Replace and move document management system to integrate with Assessor Information Management System (AIMS) replacement	—	—	\$500,000
Ongoing Allocation for Technical Appeals Assistance	●	Provide ongoing technical support for business property appeals	—	\$250,000	—
Modify Staff Resources to Support GIS Mapping Function	↑	Realign positions to better align with mapping industry trends	—	\$55,452	(\$63,960)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Staff Resources for New Tax Assessment Discovery Program

**Recommended Action:** Add 2.0 FTE Assessment Clerk to provide staffing resources to support new tax assessment discovery programs within the Assessor's Office.

**Service Impact:** The Real Property Unit uses ortho-photography (distortion-corrected aerial photography) and change detection software, developed in 2017, to identify and assess escaped (wrongly omitted) new construction and compare databases between the Department's business listings and business license databases to identify transmission and processing errors, as well as properties where owners have performed additions without first obtaining a building permit. The requested Assessment Clerks will provide the additional staffing resources to use these two tools

to accurately identify and assess new developments that should be assessed and become subject to property taxation.

As part of the FY 18-19 budget process, the Assessor's Office will report on the number of escaped assessments and businesses discovered, including the dollar amount added to the assessment roll as a result of these two new discovery programs.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$176,166**  
**One-Time Savings: \$44,048**  
 Salary Savings reflects time for recruitment



### ↑ Replace Assessor's Office Document Management System

**Recommended Action:** Increase one-time allocations of \$500,000 to replace the Assessor's Office document management system.

**Service Impact:** The Assessor's Office currently uses the Open Text document management system to scan, import, image, and store documents necessary for all functions of the department. Acquired 16 years ago, this aging system is now obsolete and unsustainable. The Department is in the process of a re-engineering effort to replace its legacy system, AIMS (Assessor Information Management System), and the old Open Text platform. The current system is no longer sufficient to integrate stored images (assessment documents and records) into the system the Assessor's Office is building to support its overall operations.

**One-Time Cost: \$500,000**

### ● Ongoing Allocation for Technical Appeals Assistance

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

**Service Impact:** Santa Clara County has among the most unique and complex property types in the nation, generating property tax disputes that are highly complex issues. Many of these high-value properties file assessment appeals to argue their property valuation. These large companies retain highly skilled legal and appraisal consulting services, often spending more than a million dollars per appeal. This ongoing augmentation is requested to provide funding to retain, as needed, specialized subject matter experts to assist in the review, preparation, and other technical assistance during the appeals process.

**Ongoing Cost: \$250,000**

### ↑ Modify Staff Resources to Support GIS Mapping Function

**Recommended Action:** Modify staff resources to support geographic information system (GIS) mapping functions within the Assessor's Office by deleting 2.0 FTE Cadastral Mapping Technician I/II and adding 2.0 FTE Geographic Information System Technician I/II positions in the Assessor's Standards Services and Exemptions (SSE) Division.

**Service Impact:** The Assessor's Office requires GIS technicians to support an expanded use of GIS technology for discovery of unassessed new construction, new business discovery, and changes in land use for assessment purposes. Geographic Information System Technician will integrate parcel maps, property characteristic data and recently acquired aerial imagery in order to analyze property use, land use changes, the status of development and the discovery of new construction. In addition, these positions will also be used to respond to simple data requests from public agencies in a more timely and cost efficient manner.

The Department has attempted to staff this function unsuccessfully using the Cadastral Mapper classification but has received an insufficient number of qualified applicants due to recent changes in the mapping industry. This action will align recruitment efforts with industry trends and provide the County a greater pool of candidates.

**Net Ongoing Cost: \$55,452**

**One-time Savings: \$63,960**

Salary Savings reflects time for recruitment

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1150	Assessor-Admin Fund 0001	\$ 2,919,491	\$ 3,043,051	\$ 2,911,993	\$ 2,930,928	\$ (112,123)	-3.7%
1151	Assessor-Standards Fund 0001	843,137	869,262	874,375	872,571	3,309	0.4%
1152	Assessor-Exemptions Fund 0001	921,487	977,769	1,008,101	1,006,176	28,407	2.9%
1153	Assessor-Services Fund 0001	4,410,510	5,028,674	5,112,354	5,093,733	65,059	1.3%
1154	Real Property Fund 0001	12,498,172	13,850,402	13,937,083	13,973,669	123,267	0.9%
1155	Personal Property Fund 0001	9,414,901	9,812,008	9,651,559	9,947,092	135,085	1.4%
1156	Assessor-Systems Fund 0001	3,702,578	3,998,476	4,171,543	4,665,687	667,211	16.7%
1157	State/Co Prop Tax Admin Prg Fund 0001	1,025,491	4,127,773	4,180,992	4,175,821	48,048	1.2%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	183,148	574,516	574,516	574,516	—	—
1172	SCAPP General - Fund 0001	1,364,217	1,499,130	1,563,073	1,559,947	60,817	4.1%
<b>Total Net Expenditures</b>		<b>\$ 37,283,132</b>	<b>\$ 43,781,061</b>	<b>\$ 43,985,589</b>	<b>\$ 44,800,140</b>	<b>\$ 1,019,079</b>	<b>2.3%</b>

### Assessor— Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1150	Assessor-Admin Fund 0001	\$ 2,919,491	\$ 3,043,051	\$ 2,911,993	\$ 2,930,928	\$ (112,123)	-3.7%
1151	Assessor-Standards Fund 0001	843,137	869,262	874,375	872,571	3,309	0.4%
1152	Assessor-Exemptions Fund 0001	921,487	977,769	1,008,101	1,006,176	28,407	2.9%
1153	Assessor-Services Fund 0001	4,410,510	5,028,674	5,112,354	5,093,733	65,059	1.3%
1154	Real Property Fund 0001	12,498,172	13,850,402	13,937,083	13,973,669	123,267	0.9%
1155	Personal Property Fund 0001	9,414,901	9,812,008	9,651,559	9,947,092	135,085	1.4%
1156	Assessor-Systems Fund 0001	3,702,578	3,998,476	4,171,543	4,665,687	667,211	16.7%
1157	State/Co Prop Tax Admin Prg Fund 0001	1,025,491	4,127,773	4,180,992	4,175,821	48,048	1.2%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	183,148	574,516	574,516	574,516	—	—
1172	SCAPP General - Fund 0001	1,364,217	1,499,130	1,563,073	1,559,947	60,817	4.1%
<b>Total Gross Expenditures</b>		<b>\$ 37,283,132</b>	<b>\$ 43,781,061</b>	<b>\$ 43,985,589</b>	<b>\$ 44,800,140</b>	<b>\$ 1,019,079</b>	<b>2.3%</b>





### Assessor— Budget Unit 115 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 33,166,406	\$ 38,533,969	\$ 39,259,139	\$ 39,300,761	\$ 766,792	2.0%
Services And Supplies	4,116,726	5,247,092	4,726,450	5,499,379	252,287	4.8%
<b>Total Net Expenditures</b>	<b>\$ 37,283,132</b>	<b>\$ 43,781,061</b>	<b>\$ 43,985,589</b>	<b>\$ 44,800,140</b>	<b>\$ 1,019,079</b>	<b>2.3%</b>

### Assessor— Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1150	Assessor-Admin Fund 0001	\$ 15	\$ 3,250	\$ —	\$ —	(3,250)	-100.0%
1152	Assessor-Exemptions Fund 0001	—	50	—	—	(50)	-100.0%
1153	Assessor-Services Fund 0001	(71,125)	354,500	356,750	356,750	2,250	0.6%
1154	Real Property Fund 0001	6,859	4,200	5,900	5,900	1,700	40.5%
1155	Personal Property Fund 0001	2,967	3,600	2,500	2,500	(1,100)	-30.6%
1157	State/Co Prop Tax Admin Prg Fund 0001	1,025,491	4,202,190	4,202,190	4,202,190	—	—
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	183,148	575,000	575,000	575,000	—	—
1172	SCAPP General - Fund 0001	—	785,000	785,000	785,000	—	—
	<b>Total Revenues</b>	<b>\$ 1,147,354</b>	<b>\$ 5,927,790</b>	<b>\$ 5,927,340</b>	<b>\$ 5,927,340</b>	<b>\$ (450)</b>	<b>0.0%</b>

### Assessor— Budget Unit 115 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 3,743	\$ 7,450	\$ 3,200	\$ 3,200	\$ (4,250)	-57.0%
Other Financing Sources	(70,978)	5,342,340	5,344,140	5,344,140	1,800	0.0%
Licenses, Permits, Franchises	5,950	3,000	5,000	5,000	2,000	66.7%
Revenue From Other Government Agencies	1,208,639	575,000	575,000	575,000	—	—
<b>Total Revenues</b>	<b>\$ 1,147,354</b>	<b>\$ 5,927,790</b>	<b>\$ 5,927,340</b>	<b>\$ 5,927,340</b>	<b>\$ (450)</b>	<b>0.0%</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 2017 Approved Budget	10.0 \$	3,043,051 \$	3,250
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(3,511)	—
IntraCounty Adjustments	—	(112,007)	—
Other Adjustments	—	(15,540)	(3,250)
<b>Subtotal (Current Level Budget)</b>	<b>10.0 \$</b>	<b>2,911,993 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	22,929 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,994)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>18,935 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>10.0 \$</b>	<b>2,930,928 \$</b>	<b>—</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 2017 Approved Budget	7.0 \$	869,262 \$	—
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,896	—
IntraCounty Adjustments	—	244	—
Other Adjustments	—	(7,027)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0 \$</b>	<b>874,375 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,804)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(1,804) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>7.0 \$</b>	<b>872,571 \$</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 2017 Approved Budget	8.0	\$ 977,769	\$ 50
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,175	—
IntraCounty Adjustments	—	4,195	—
Other Adjustments	—	(7,038)	(50)
<b>Subtotal (Current Level Budget)</b>	<b>8.0</b>	<b>\$ 1,008,101</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,925)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,925)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 1,006,176</b>	<b>\$ —</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 2017 Approved Budget	47.0	\$ 5,028,674	\$ 354,500
Board Approved Adjustments During FY 2017	-1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	96,691	—
IntraCounty Adjustments	—	1,023	—
Other Adjustments	—	(14,034)	2,250
<b>Subtotal (Current Level Budget)</b>	<b>46.0</b>	<b>\$ 5,112,354</b>	<b>\$ 356,750</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
0115.4 Modify Staff Resources to Support GIS Mapping Functio	—	(8,508)	—
Reduce PERS by \$7M due to prepayment of UAL	—	(10,113)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (18,621)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>46.0</b>	<b>\$ 5,093,733</b>	<b>\$ 356,750</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 2017 Approved Budget	101.0	\$ 13,850,402	\$ 4,200
Board Approved Adjustments During FY 2017	1.0	19,368	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	179,896	—
IntraCounty Adjustments	—	1,672	—
Other Adjustments	—	(114,255)	1,700
<b>Subtotal (Current Level Budget)</b>	<b>101.0</b>	<b>\$ 13,937,083</b>	<b>\$ 5,900</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
0115.3 Staff Resources for New Tax Assessment Discovery Prog	1.0	66,059	—
Reduce PERS by \$7M due to prepayment of UAL	—	(29,473)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 36,586</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>102.0</b>	<b>\$ 13,973,669</b>	<b>\$ 5,900</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 2017 Approved Budget	66.0	\$ 9,812,008	\$ 3,600
Board Approved Adjustments During FY 2017	—	(20,471)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	286,910	—
IntraCounty Adjustments	—	905	—
Other Adjustments	—	(427,792)	(1,100)
<b>Subtotal (Current Level Budget)</b>	<b>67.0</b>	<b>\$ 9,651,559</b>	<b>\$ 2,500</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
0115.3 Staff Resources for New Tax Assessment Discovery Prog	1.0	66,059	—
0115.2 Ongoing Allocation for Technical Appeals Assistance	—	250,000	—



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

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(20,526)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 295,533</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>68.0</b>	<b>\$ 9,947,092</b>	<b>\$ 2,500</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 2017 Approved Budget	17.0	\$ 3,998,476	\$ —
Board Approved Adjustments During FY 2017	—	71,021	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	91,561	—
IntraCounty Adjustments	—	(501)	—
Other Adjustments	—	10,986	—
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 4,171,543</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
0115.1 Replace Assessor's Office Document Management System	—	500,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(5,856)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 494,144</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 4,665,687</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 2017 Approved Budget	17.0	\$ 4,127,773	\$ 4,202,190
Board Approved Adjustments During FY 2017	—	49,423	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	75,700	—
IntraCounty Adjustments	—	(1,067)	—
Other Adjustments	—	(70,837)	—
<b>Subtotal (Current Level Budget)</b>	<b>17.0</b>	<b>\$ 4,180,992</b>	<b>\$ 4,202,190</b>



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

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(5,171)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (5,171)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 4,175,821</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 2017 Approved Budget	—	\$ 574,516	\$ 575,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 574,516</b>	<b>\$ 575,000</b>
<b>Recommended Changes for FY 2018</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 2017 Approved Budget	9.0	\$ 1,499,130	\$ 785,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	78,238	—
IntraCounty Adjustments	—	0	—
Other Adjustments	—	(14,295)	—



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

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,563,073</b>	<b>\$ 785,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,126)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,126)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,559,947</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 17-18 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 17-18.





**Measure B— Budget Unit 117  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1701	Measure B Admin Fund 0011	3,138,033	31,000	31,000	31,000	—	—
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	135,401	—	—	—	—	—
<b>Total Net Expenditures \$</b>		<b>3,273,434 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>—</b>	<b>—</b>

**Measure B— Budget Unit 117  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1701	Measure B Admin Fund 0011	3,138,033	31,000	31,000	31,000	—	—
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	135,401	—	—	—	—	—
<b>Total Gross Expenditures \$</b>		<b>3,273,434 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>—</b>	<b>—</b>

**Measure B— Budget Unit 117  
Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 3,138,033	\$ 31,000	\$ 31,000	\$ 31,000	—	—
Operating/Equity Transfers	135,401	—	—	—	—	—
<b>Total Net Expenditures \$</b>	<b>3,273,434 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>31,000 \$</b>	<b>—</b>	<b>—</b>



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1117	Measure B Default Index Fund 0011	\$ 4,108	\$ 3,000	\$ 1,000	\$ 1,000	(2,000)	-66.7%
<b>Total Revenues</b>		<b>\$ 4,108</b>	<b>\$ 3,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>(2,000)</b>	<b>-66.7%</b>

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

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 4,108	\$ 3,000	\$ 1,000	\$ 1,000	(2,000)	-66.7%
<b>Total Revenues</b>	<b>\$ 4,108</b>	<b>\$ 3,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>(2,000)</b>	<b>-66.7%</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 2017 Approved Budget		— \$	3,000
Board Approved Adjustments During FY 2017		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	(2,000)
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>1,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>		<b>— \$</b>	<b>1,000</b>

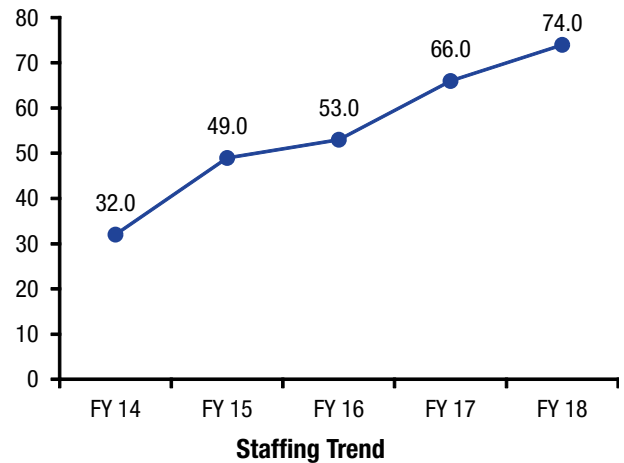
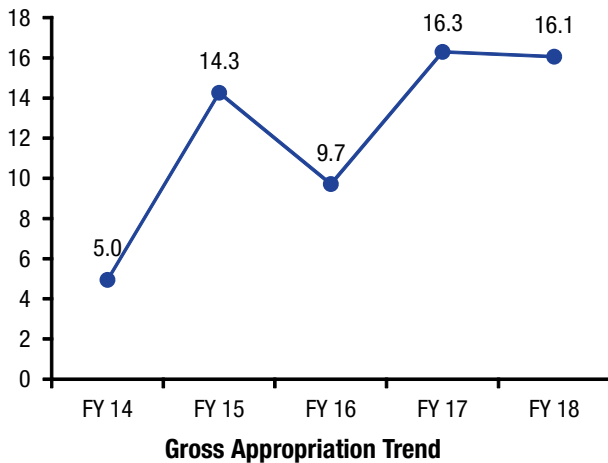
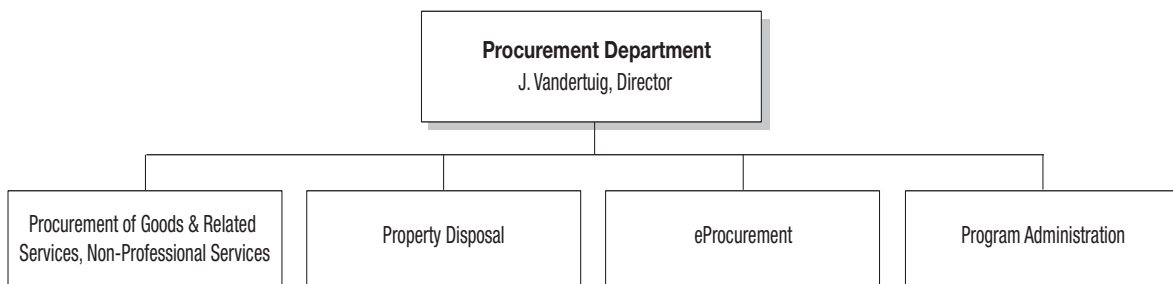


**Measure B Admin Fund 0011 — Cost Center 1701  
Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0011-Measure B Trans Improve Prog Fund (Fund Number 0011)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 31,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 31,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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





## Description of Major Services

The Procurement Department provides central services to the County by purchasing and contracting for goods and services for County operations. The Department provides an open and competitive process for the vendor community to earn 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.

### Procurement Services

- Strategically source, negotiate and procure goods and services for the County using best value.
- Provide training, consulting, and helpdesk support and tools and templates for countywide decentralized contracting for professional services.
- Review, approve, and execute service agreements initiated departments and support the Office of Countywide Contracting Management with the review and approval of exceptions and exemptions to bidding for Board contracts.
- Manage countywide implementation and training for the Procurement Card, Field Purchase Order, and eProcurement systems.
- Manage rebate programs and other discount programs for selected contracts as negotiated for goods and equipment.
- Properly dispose of personal public property no longer needed by departments by auction, re-use and recycle options.
- Aggressively pursue cost saving measures and risk management.

The Centralized Contracting Division strategically source, negotiate the purchase of, and procure goods and services for County operations. The Centralized Contracting Division promotes fair and open competition, procures quality products and services, and meets the needs of County while maintaining public trust. The Centralized Contracting Division

ensures fairness and equal access to business opportunities in the County and promotes the most cost-effective use of public funds. The Centralized Contracting Division manages the procurement activities related to all commodities, such as information technology, telecommunications, office technology, facilities, institutional, and medical patient care supply chain contracting activities.

The Property Disposal Division disposes County surplus personal property properly through reuse and redistribution, sales and auction to the public through contractors, donation to the local nonprofit organization or government entities, or recycle in an environmentally and fiscally responsible manner.

The eProcurement Division manages and maintains enterprise applications for the County. In addition, The eProcurement Division also provides internal IT

operations support to the Procurement Department, manages and maintains the Procurement's intranet and Internet sites for the County.

The Program Administration Division manages and facilitates changes in the County's business practices. Its highest priority is to manage the impact of change resulting from implementation of new programs and systems, such as SCC Procure-to-Pay automation project and DocuSign. Change management and knowledge management are led and managed by this team. The Program Administration Division spearheads the business design and configuration in collaboration with other divisions and County clients and training development and communication to reinforce compliance and adoption. Supplier outreach, including fairs and workshops, are lead and managed by this division.

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## Measures of Success

**Timely Procurement Services to County Clients:** The Procurement Department will focus on timely procurement services by tracking compliance, cycle-time, cost savings, and client satisfaction. Statistics will be maintained by the department to reflect the commodity, department activity, number of contracts and purchase orders completed in comparison with the established cycle time, exception and exemptions to bidding to maintain compliance, and cost savings. Customer surveys will be conducted to ensure feedback on client experience.

**Timely Procurement Services to County Clients:** The Procurement Department will maintain statistics of the approval of exemptions and exceptions to competitive process for decentralized contracting to ensure a three-day turnaround time. Data will be used to study trends and make policy recommendations.

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## County Executive's Recommendation

Maintain the Current Level Budget for FY 17-18.

### Procurement— Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2300	Procurement Dept Fund 0001	\$ 10,932,938	\$ 15,655,470	\$ 15,398,718	\$ 15,406,738	\$ (248,732)	-1.6%
<b>Total Net Expenditures</b>		<b>\$ 10,932,938</b>	<b>\$ 15,655,470</b>	<b>\$ 15,398,718</b>	<b>\$ 15,406,738</b>	<b>\$ (248,732)</b>	<b>-1.6%</b>

### Procurement— Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2300	Procurement Dept Fund 0001	\$ 11,544,813	\$ 16,300,970	\$ 16,044,218	\$ 16,052,238	\$ (248,732)	-1.5%
<b>Total Gross Expenditures</b>		<b>\$ 11,544,813</b>	<b>\$ 16,300,970</b>	<b>\$ 16,044,218</b>	<b>\$ 16,052,238</b>	<b>\$ (248,732)</b>	<b>-1.5%</b>

### Procurement— Budget Unit 118 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 6,873,168	\$ 11,011,551	\$ 11,045,868	\$ 11,023,486	\$ 11,935	0.1%
Services And Supplies	4,671,645	5,289,419	4,998,350	5,028,752	(260,667)	-4.9%
<b>Total Gross Expenditures</b>	<b>\$ 11,544,813</b>	<b>\$ 16,300,970</b>	<b>\$ 16,044,218</b>	<b>\$ 16,052,238</b>	<b>\$ (248,732)</b>	<b>-1.5%</b>
Expenditure Transfers	(611,875)	(645,500)	(645,500)	(645,500)	—	—
<b>Total Net Expenditures</b>	<b>\$ 10,932,938</b>	<b>\$ 15,655,470</b>	<b>\$ 15,398,718</b>	<b>\$ 15,406,738</b>	<b>\$ (248,732)</b>	<b>-1.6%</b>

### Procurement— Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2300	Procurement Dept Fund 0001	\$ 554,329	\$ 489,000	\$ 614,700	\$ 614,700	\$ 125,700	25.7%
<b>Total Revenues</b>		<b>\$ 554,329</b>	<b>\$ 489,000</b>	<b>\$ 614,700</b>	<b>\$ 614,700</b>	<b>\$ 125,700</b>	<b>25.7%</b>



## Procurement— Budget Unit 118

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 441,647	\$ 380,000	\$ 539,700	\$ 539,700	159,700	42.0%
Other Financing Sources	112,682	109,000	75,000	75,000	(34,000)	-31.2%
<b>Total Revenues</b>	<b>\$ 554,329</b>	<b>\$ 489,000</b>	<b>\$ 614,700</b>	<b>\$ 614,700</b>	<b>125,700</b>	<b>25.7%</b>

## Procurement Dept Fund 0001 — Cost Center 2300

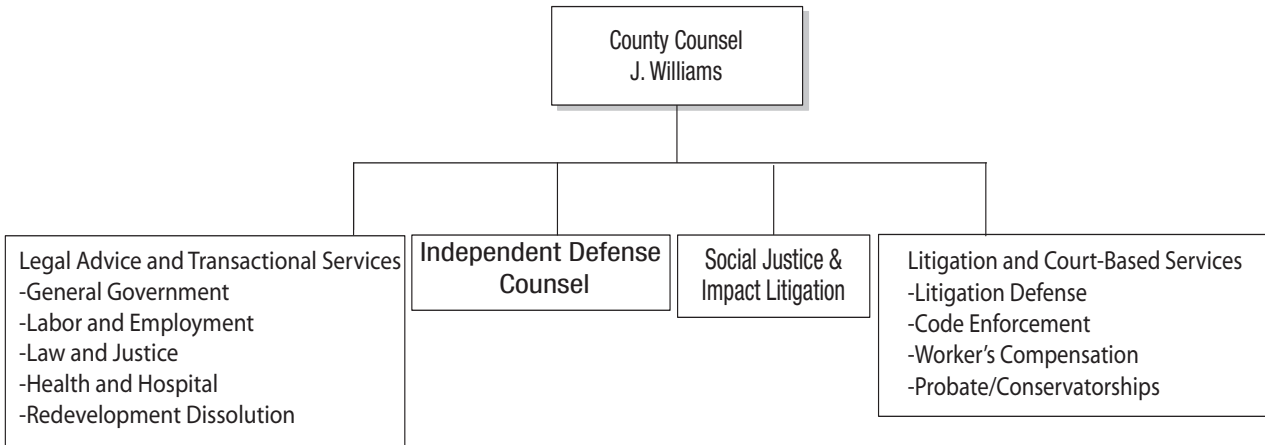
### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	66.0	\$ 15,655,470	\$ 489,000
Board Approved Adjustments During FY 2017	8.0	(454,530)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	330,359	—
IntraCounty Adjustments	—	224,931	—
Other Adjustments	—	(357,512)	125,700
<b>Subtotal (Current Level Budget)</b>	<b>74.0</b>	<b>\$ 15,398,718</b>	<b>\$ 614,700</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 30,402	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(22,382)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 8,020</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>74.0</b>	<b>\$ 15,406,738</b>	<b>\$ 614,700</b>

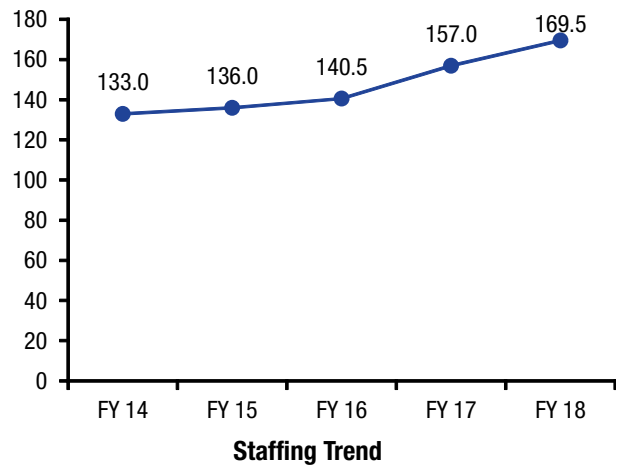
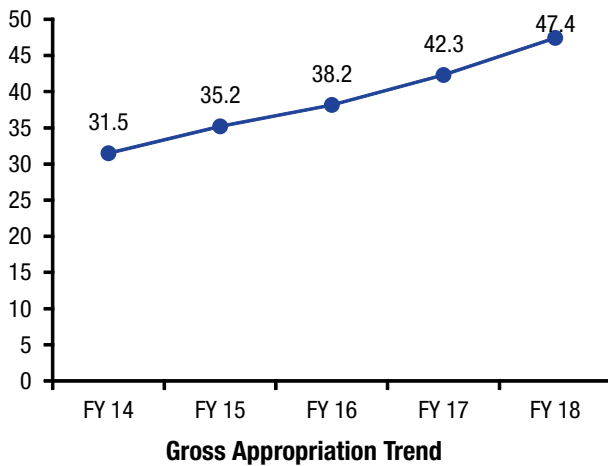




# Office of the County Counsel



Section 1: Finance and Government





## Description of Major Services

The Office of the County Counsel is legal counsel for the Board of Supervisors, the County Executive, every County department and agency, numerous County boards and commissions, the Grand Jury and other certain independent local public entities, special districts, and some school districts. The County Counsel's Office also provides constitutionally mandated criminal defense services to indigent persons through the Independent Defense Counsel Office.

The Office is composed of the following sections, units, and practice areas:

**The Child Dependency Section** represents County social workers in all dependency proceedings and long-cause dependency trials in Superior Court. The representation provided by the Child Dependency Section is integral to achieving the Department of Children and Family's Services' mission to protect the County's children from abuse and neglect while promoting healthy, stable families.

**The Code Enforcement Section** works closely with the Department of Planning and Development and other County agencies and departments to enforce core provisions of the County Ordinance Code and related state regulations to ensure a safe and habitable environment within the County. The team's primary responsibilities include obtaining inspection warrants, filing temporary restraining orders and preliminary injunction motions, and pursuing lawsuits against property owners who fail to adhere to various regulations.

**The General Government Section** provides legal services to the Board of Supervisors and a variety of County agencies and departments. The team also advises 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.

**The Health and Hospital Section** provides legal advice and representation to each department within the Health and Hospital System, including Valley Medical Center (VMC), the Behavioral Health Services Department, the Custody Health Department, the Public Health Department, and Valley Health Plan.

**The Labor and Employment Section** provides legal services to the Employee Services Agency, including Human Resources, Employee Benefits, the Office of Labor Relations, and the Equal Opportunity Department, and to all other County departments on personnel and labor relations matters.

**The Law and Justice Section** 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.

**The Litigation Section** defends the County in tort, employment, and civil rights actions, working in partnership with the Risk Management Department.

The Section protects the County's interests in currently pending litigation and minimizes the risk posed by future litigation.

**The Probate Section** provides legal services to the Public Administrator/Guardian/Conservator on probate and mental health conservatorships and decedents' estates. The work of this team protects the rights and addresses the needs of severely mentally ill, elderly, and deceased County residents.

#### **The Social Justice and Impact Litigation**

**Section** provides works closely with the Board of Supervisors and County Administration to devise innovative litigation and policy strategies to advance justice within the County and beyond.

#### **Attorneys representing the Social**

**Services Agency** advise the Department of Aging and Adult Services as well as Employment Benefits Services and Administration, ensuring those departments have the support needed to fulfill their missions.

**The Workers' Compensation Unit** provides advice and representation to the Risk Management Department's Workers' Compensation Division regarding workers' compensation issues and claims by County employees.

#### **The Independent Defense Counsel**

**Office (IDO)** provides court-mandated criminal defense services to indigent defendants when there is a legally disabling conflict interest with both the Public Defender's Office (PDO) and Alternate Defender's Office (ADO). The IDO administers, manages, and oversees a panel of experienced private criminal defense attorneys with whom the County contracts. 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 certain juvenile criminal matters.

## **Measures of Success**

**Client Satisfaction Survey:** The Office of the County Counsel will work to ensure that each attorney in the Office provides excellent, timely, thorough legal advice and representation to the Board of Supervisors and to each County department. The Office will strengthen communication with departments regarding each department's legal needs and identify opportunities to improve the quality of services being delivered.

To achieve this, the Office will redesign its annual client satisfaction survey so the questions are designed to elicit information needed to better align provision of advice and representation, working to ensure that each County department receives the legal advice and representation needed to comply with all applicable laws, avoid legal risks, protect County resources, and best serve County residents. This survey will assess if County departments believe the service provided is effective in achieving the stated goal.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Increase Service and Supplies	↑	Enhance resources to overall staff.	—	\$207,030	\$7,000
Transfer Liability Claims Unit	↑	Enhance services in Liability Claims services.	4.0	\$587,788	\$50,000
Add Staff to Labor and Employment Section	↑	Increase resources to support the Labor and Employment Section	2.0	\$460,681	(\$94,841)
Add Staff to Health and Hospital Section	↑	Increase resources to support the Health and Hospital Section	1.5	\$390,058	(\$110,839)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Increase Services and Supplies

**Recommended Action:** Allocate one-time funds of \$7,000 and on-going funds of \$207,030 to augment costs for materials and services necessary for the operation of the office.

**Service Impact:** The purchase in February 2017 of specialized tablets enables clients to access discovery by the Independent Defense Counsel's Office in a more effective manner. As part of the purchase, the vendor is to provide one year of technical support for the tablets. The allocated one-time funds would augment the funds needed for the remainder of the contracted time for technical support.

An increase in the number of staff coupled with the annual rise in costs for services and maintenance has resulted in the need to augment funds. Services include: subscriptions to legal databases such as ProLaw and Westlaw and legal periodicals, and maintenance of multi-function devices.

A portion of the ongoing funds are dedicated to current contracted parking passes adjacent to courthouses in downtown San Jose. The number of public parking lots in the downtown area has dropped as properties are developed, making parking more difficult and costly. Contracting parking passes are an economical way to provide parking for staff requiring to appear in court.

Increasing the current amount allocated for educational expense would adequately cover the costs associated with continuing education and professional

development. The increase for educational expense aligns with the Office of the District Attorney, Office of the Public Defender, and other comparable County agencies and would cover the costs of seminars, conferences and professional training development to be covered when tuition reimbursement cannot. Funds associated with business travel are being increased for staff to complete continuing education requirements where travel is necessary.

Additional resources are needed to address the needs of replacing or adjusting existing equipment and furniture to meet the ergonomic needs of staff, and the reconfiguration of existing work stations as new staff is hired.

**Ongoing Cost: \$207,030**  
**One-time Cost: \$7,000**

#### ↑ Transfer Liability Claims Unit

**Recommended Action:** Add 1.0 FTE Claims Manager position, 2 FTE Liability Claims Adjuster III/II/I positions and 1 FTE Administrative Assistant position being transferred from the Employee Services Agency - Claims Liability to the Office of the County Counsel.

**Service Impact:** The transfer of the four positions to County Counsel is intended to streamline and integrate the claims process with the current pre-litigation investigations, helping to reduce redundancy in maintaining case files, reviewing claims, and processing paperwork related to litigation. This would improve communication and coordination of staff involved in processing claims filed against the County. The Office of

the County Counsel will measure this initiative by tracking outcomes and reporting results as part of the annual confidential litigation report to the Board of Supervisors.

**Positions Added: 4.0 FTE**  
**Ongoing Costs: \$587,788**  
**One-Time Net Cost: \$50,000**  
 Services and Supplies: \$50,000

**↑ Add Staff to Labor and Employment Section**

**Recommended Action:** Add 1.0 FTE Attorney I/II/III/IV position and 1.0 FTE Legal Secretary I/II position, and increase the service and supplies expenditures in the Labor and Employment Section to assist with the increased workload.

**Service Impact:** The addition of Attorney and Legal Secretary positions will address the increase of workload that the Labor and Employment Section has experienced, particularly in providing pro-active advice and training of managers across the County on labor and employment issues. As the workforce of the County has experienced a significant growth, the demands to the Labor and Employment Unit have also increased. This is exemplified in the number and complexity of labor negotiations, grievances, and arbitrations, Public

Employment Relations Board and other administrative hearings, and labor and employment related claims, lawsuits writs and appeals.

**Positions Added: 2.0 FTE**  
**Ongoing Costs: \$460,681**  
 Salary savings reflecting time for recruitment: \$114,841  
 Services and Supplies: \$20,000

**↑ Add Staff to the Health and Hospital Section**

**Recommended Action:** Delete one 0.5 FTE Legal Secretary I/II, add 1.0 FTE Legal Secretary I/II and 1.0 FTE Attorney I/II/III/IV positions in the Health and Hospital Section to meet increased client demand.

**Service Impact:** The addition of an Attorney position and a full-time Legal Secretary position will meet increased clientele needs specifically related to the ongoing national debate relating to the repeal and replacement of the Affordable Care Act and associated major changes to the way health care is delivered and paid. Concurrently, ongoing issues involve Custodial Health, mental health services for incarcerated individuals, and other behavioral health matters, as well as Board of Supervisors pursuit of innovative and proactive policies in support of public health in our community.

**Positions Deleted: 0.5 FTE**  
**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$390,058**  
 Salary savings reflecting time for recruitment: \$110,839

**County Counsel— Budget Unit 120**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 9,532,230	\$ 9,576,608	\$ 10,205,598	\$ 10,211,982	\$ 635,374	6.6%
1120	County Counsel Admin Fund 0001	(2,395,554)	568,085	2,188,576	3,637,960	3,069,875	540.4%
1121	Julian Street Office Fund 0001	9,066,868	9,287,090	10,088,367	10,089,060	801,970	8.6%
<b>Total Net Expenditures</b>		<b>\$ 16,203,544</b>	<b>\$ 19,431,783</b>	<b>\$ 22,482,541</b>	<b>\$ 23,939,002</b>	<b>\$ 4,507,219</b>	<b>23.2%</b>



### County Council— Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 9,532,230	\$ 9,576,608	\$ 10,205,598	\$ 10,211,982	\$ 635,374	6.6%
1120	County Counsel Admin Fund 0001	19,759,855	23,435,971	25,692,640	27,142,024	3,706,053	15.8%
1121	Julian Street Office Fund 0001	9,066,868	9,287,090	10,088,367	10,089,060	801,970	8.6%
<b>Total Gross Expenditures</b>		<b>\$ 38,358,953</b>	<b>\$ 42,299,669</b>	<b>\$ 45,986,605</b>	<b>\$ 47,443,066</b>	<b>\$ 5,143,397</b>	<b>12.2%</b>

### County Council— Budget Unit 120 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 29,062,732	\$ 32,562,263	\$ 34,703,873	\$ 35,826,831	\$ 3,264,568	10.0%
Services And Supplies	9,277,114	9,737,406	11,282,732	11,616,235	1,878,829	19.3%
Fixed Assets	19,107	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 38,358,953</b>	<b>\$ 42,299,669</b>	<b>\$ 45,986,605</b>	<b>\$ 47,443,066</b>	<b>\$ 5,143,397</b>	<b>12.2%</b>
Expenditure Transfers	(22,155,409)	(22,867,886)	(23,504,064)	(23,504,064)	(636,178)	2.8%
<b>Total Net Expenditures</b>	<b>\$ 16,203,544</b>	<b>\$ 19,431,783</b>	<b>\$ 22,482,541</b>	<b>\$ 23,939,002</b>	<b>\$ 4,507,219</b>	<b>23.2%</b>

### County Council— Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1120	County Counsel Admin Fund 0001	\$ 1,108,896	\$ 1,066,040	\$ 770,934	\$ 770,934	\$ (295,106)	-27.7%
<b>Total Revenues</b>		<b>\$ 1,108,896</b>	<b>\$ 1,066,040</b>	<b>\$ 770,934</b>	<b>\$ 770,934</b>	<b>\$ (295,106)</b>	<b>-27.7%</b>



## County Counsel— Budget Unit 120

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Licenses, Permits, Franchises	\$ 153,246	\$ 167,874	\$ 131,805	\$ 131,805	\$ (36,069)	-21.5%
Fines, Forfeitures, Penalties	18,704	—	—	—	—	—
Charges For Services	590,799	485,401	373,167	373,167	(112,234)	-23.1%
Other Financing Sources	346,147	412,765	265,962	265,962	(146,803)	-35.6%
<b>Total Revenues</b>	<b>\$ 1,108,896</b>	<b>\$ 1,066,040</b>	<b>\$ 770,934</b>	<b>\$ 770,934</b>	<b>\$ (295,106)</b>	<b>-27.7%</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 2017 Approved Budget	7.0	\$ 9,576,608	\$ —
Board Approved Adjustments During FY 2017	—	550,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	45,605	—
IntraCounty Adjustments	—	48,091	—
Other Adjustments	—	(14,706)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 10,205,598</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,843	\$ —
Decision Packages			
120.1 - Increase Services and Supplies	—	8,130	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,589)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 6,384</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 10,211,982</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 2017 Approved Budget	102.0	\$ 568,085	\$ 1,066,040
Board Approved Adjustments During FY 2017	5.0	1,866,971	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(114,019)	—
IntraCounty Adjustments	—	(156,983)	—



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

	Positions	Appropriations	Revenues
Other Adjustments	—	24,522	(295,106)
<b>Subtotal (Current Level Budget)</b>	<b>106.0</b>	<b>\$ 2,188,576</b>	<b>\$ 770,934</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 25,096	\$ —
Decision Packages			
120.1 - Increase Services and Supplies	—	195,100	—
120.2 - Transfer Liability Claims Unit	4.0	637,788	—
120.3 - Add Staff to Labor & Employment: Section	2.0	365,840	—
120.4 - Add Staff to the Health and Hospital Section	1.5	279,219	—
Reduce PERS by \$7M due to prepayment of UAL	—	(53,659)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>7.5</b>	<b>\$ 1,449,384</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>113.5</b>	<b>\$ 3,637,960</b>	<b>\$ 770,934</b>

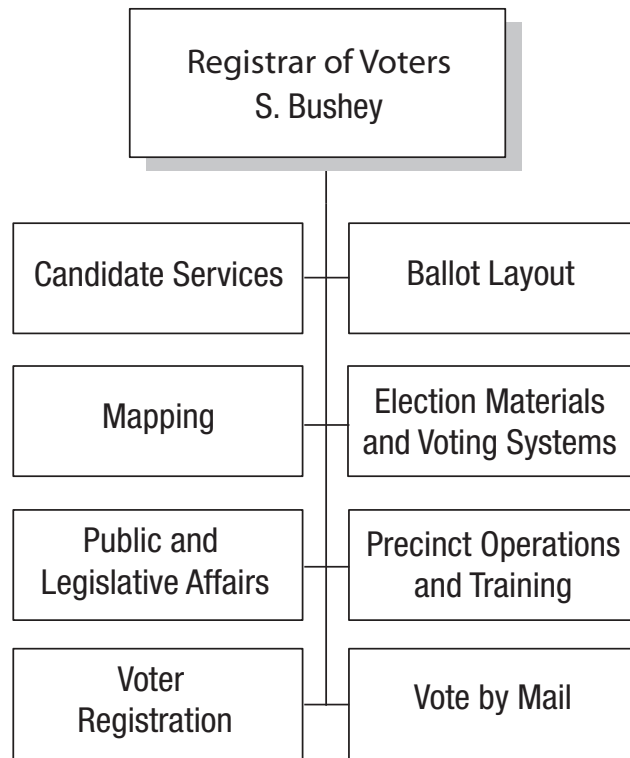
**Julian Street Office Fund 0001 — Cost Center 1121**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	48.0	\$ 9,287,090	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	587,718	—
IntraCounty Adjustments	—	313,040	—
Other Adjustments	—	(99,481)	—
<b>Subtotal (Current Level Budget)</b>	<b>49.0</b>	<b>\$ 10,088,367</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 12,534	\$ —
Decision Packages			
120.1 - Increase Services and Supplies	—	10,800	—
Reduce PERS by \$7M due to prepayment of UAL	—	(22,641)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 693</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>49.0</b>	<b>\$ 10,089,060</b>	<b>\$ —</b>

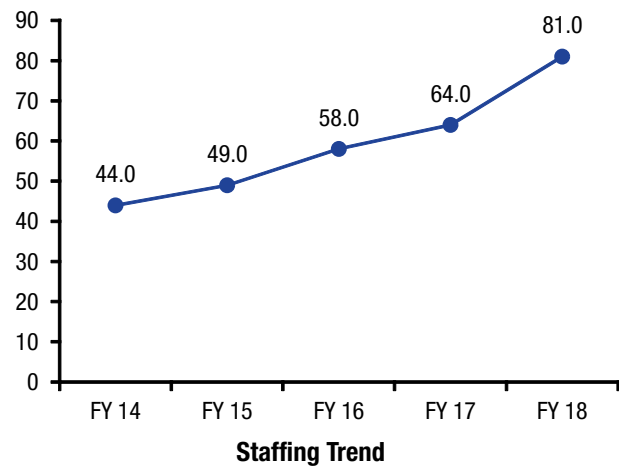
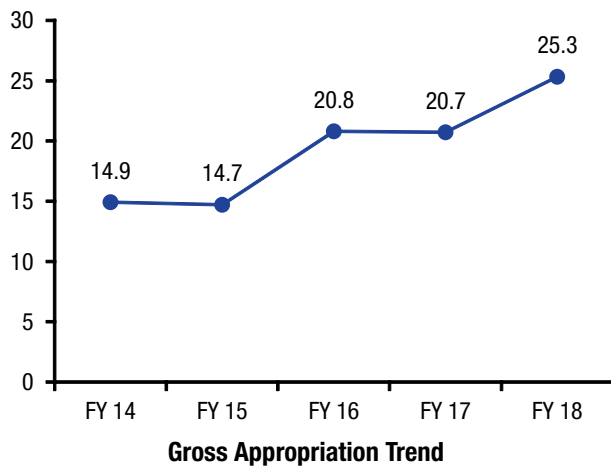




# Registrar of Voters



Section 1: Finance and Government





## 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 coordinates certain election contests on a regional level.

The department registers eligible voters 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 on the election process.

Communication with the public, voters, candidates, municipalities, school and special districts, and elected officials is maintained through press and media advisories, public meetings and events, 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 County Voter Information Guide containing voting instructions, candidate statements, and measure information is sent to registered voters before 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 other convenient voting options, such as early voting centers and ballot drop-off and drive-through sites.

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 and 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 in all nine languages required by 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 also processes provisional ballots and any outstanding vote-by-mail ballots dropped off at the polls or postmarked

on or before Election Day and received within three days. 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.

## Learning Organization

For the past two fiscal years, the Registrar of Voters significantly improved organizational performance through the implementation of a process improvement program designed to empower staff at all levels to improve the day-to-day performance of their jobs. Building on these efforts in FY 17-18, the ROV will implement the following new programs.

### Existing Managers Development - Expanding Knowledge and Capability (Tapping Latent Talent) and New Manager Development (Building Bench Strength)

Because expanding the knowledge and capability of existing managers will lead to a more engaged and committed workforce, the ROV will be implementing an ongoing training and development program for existing managers. Managers will have the opportunity to discuss organizational challenges, agree on an action plan, and implement the plans consistently amongst all units. Improving teamwork and cross-functional collaboration is a continuous goal for the ROV.

The skill and knowledge-set that managers in the ROV must have is unique, and it's of critical importance to build up the department's bench strength at the management, supervisor, and lead levels. The ROV will

also define and implement a program aimed at helping new potential managers acquire and develop skills that will serve them in future management positions.

### Enable the Success of Every Staff Member and Create a Culture of Learning and Excellence within ROV (Employee Engagement)

The ROV goal is to expand staff members' ability for continued success in their current role and build capacity for future challenges. Managers are also encouraged to tap into the latent talent, potential, and intrinsic motivation of each staff member. The ROV will create a personal learning and development plan for each employee. This will guide managers on staff members' training and skill development needs, as well as their personal career aspirations. Managers will proactively partner with their staff to identify training and development opportunities.

### Customer Service Training Program (Customer Focus)

Staff members will be exposed to the best practices for effectively engaging with customers and addressing their concerns in a professional, timely, and effective manner. Additionally, the ROV will use this forum to keep staff members current on new, and changes to, internal business processes.

## Measures of Success

**Alternative Voting Options:** The Registrar of Voters (ROV) will measure the use and effectiveness of alternative voting options designed to encourage voter participation by making the process of casting a ballot more convenient, from ballot drop-off sites to early voting centers to paid postage on mail ballots. Quantitative data about how many ballots are cast using these alternative options will gauge the extent to

which the services offered are useful to voters and how effectively the Department is making the public aware of available services. Qualitative survey data gathered from voters and potential voters will help the Department refine and enhance services to better meet the public's needs.



**Language Accessibility:** As the County strives to make voting more accessible to voters with diverse needs and preferences, the ROV will measure the extent to which voting assistance and informational materials are available and used in multiple languages and accessible formats. Quantitative data about the availability of Election Officers capable of providing multilingual assistance is a gauge indicating availability of language

services and translated materials in polling places and other locations where voters received the Department's services. Qualitative survey data gathered from voters and communities that need assistance will help the Department identify ways to improve the level of service provided by measuring the effectiveness of existing service and identifying areas where increased levels of assistance are needed.

Registrar of Voters	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Measure of Success	Actual	Actual	Actual	Anticipated	Targeted
Effectiveness of alternative voting options - Percent of ballots cast through alternative options	13.8%	19.1%	9.2%	12.5%	15%
Language Accessibility - Percent of Election Officers capable of providing multilingual assistance	51.1%	49.3%	50.4%	47.9%	53%

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Staff to Enhance Records Management	↑	Provide additional oversight and technical expertise to identify and address issues in a timely manner.	2.0	\$246,152	(\$45,538)
Augment Staff to Enhance the Material Handling and Ballot Inventory Control Process	↑	Provide resources to support ballot handling, tabulation, and inventory tracking processes.	1.0	\$120,389	(\$22,097)
Augment Staff to Enhance Operational Support	↑	Increase centralization of administrative functions.	1.0	\$155,687	(\$30,922)
Add Several Part-Year Codes to Support Elections	↑	Retain skilled staff willing to work on an intermittent basis and reduce time spent on extra help employee recruitment.	13.0	\$567,828	—
Expand Availability of Accessible Online Ballot Materials	↑	Provide all eligible voters with equal opportunity for access to the election process.	—	\$200,000	—
Provide Funding to Conduct a Voter Outreach Campaign	↑	Increase acceptance of vote by mail and provisional ballots.	—	—	\$140,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Staff to Enhance Records Management

**Recommended Action:** Add 1.0 FTE Election Process Supervisor II position in the Voter Registration Division, 1.0 FTE Precinct Planning Specialist position in the Mapping Division, and allocate one-time funds of

\$16,000 for systems, equipment, furniture, and supplies.

**Service Impact:** The addition of these positions will ensure ROV has the resources to comply with new state requirements such as: VoteCal statewide voter registration, conditional voter registration and Motor Voter Law. The Elections Process Supervisor II position will support and coordinate the increased file



maintenance year-round activities to ensure the Voter Registration Division can effectively scale up to accommodate peak workloads around major elections and complies with new State requirements. The Precinct Planning Specialist position will support the Mapping Division to ensure precinct boundaries are accurate and up-to-date in accordance with the influx of new voter registration activities.

**Positions Added: 2.0**  
**Ongoing Cost: \$246,152**  
**One-time Net Savings: \$45,538**  
 Salary savings reflecting time for recruitment: \$61,538  
 Services and Supplies: \$16,000

**↑ Augment Staff to Enhance the Material Handling and Ballot Inventory Control Process**

**Recommended Action:** Add 1.0 FTE Election Process Supervisor II position in the Election Materials and Voting Systems Division and allocate one-time funds of \$8,000 for systems, equipment, furniture, and supplies.

**Service Impact:** This position will provide guidance to the division, improve compliance of extra help staff in the tallying and tracking of ballots, improve accuracy of inventory control data, improve retrieval rates for counted ballots needed to be examined for audits and recounts, reduce variance rates between machine tabulation and manual audits, and increase speed and efficiency in processing critical election materials as they are deployed and returned from polling places and voting centers.

**Background:** The County has seen expanded post-election auditing requirements, including automatic recounts and voter-requested recounts, which have highlighted the need to enhance and upgrade the ROV's materials handling and ballot inventory control processes. These processes rely on dozens of extra help workers performing complex tasks for extended shifts under the direction and guidance of a small number of permanent employees.

**Positions Added: 1.0**  
**Ongoing Cost: \$120,389**  
**One-time Net Savings: \$22,097**  
 Salary savings reflecting time for recruitment: \$\$30,097  
 Services and Supplies: \$8,000

**↑ Augment Staff to Enhance Operational Support**

**Recommended Action:** Add 1.0 FTE Administrative Services Manager I position in the Administrative Services Division and allocate one-time funds of \$8,000 for systems, equipment, furniture, and supplies.

**Service Impact:** This position will oversee and centralize recruitment, hiring, and onboarding operations along with other administrative support functions, such as facilities and infrastructure management, space use coordination and planning, and the Department's safety program.

**Positions Added: 1.0**  
**Ongoing Cost: \$155,687**  
**One-time Net Savings: \$30,922**  
 Salary savings reflecting time for recruitment: \$38,922  
 Services and Supplies: \$8,000

**↑ Add Several Part-Year Codes to Support Elections**

**Recommended Action:** Add 13 FTE (26 part-year codes) and reduce expenditures by \$676,831 to partially offset the cost of this action.

**Summary of Position Changes**

Classification	FTE
Public Communication Specialist	1.0
Office Specialist III	5.5
Accountant Assistant	0.5
Warehouse Materials Handler	3.5
Election Specialist	2.0
GIS Technician	0.5
<b>Total</b>	<b>13</b>

**Service Impact:** This action will help recruit and retain experienced and knowledgeable extra help employees. These part-year codes allow for extra help employees who routinely meet or nearly meet their hour limit into part-year coded positions. The employees will be able to work full-time 40-hour work weeks during peak election times for a total of 1,040 hours per fiscal year.

**Background:** The ROV uses hundreds of extra help employees every election to fill short-term staffing needs during peak workload times. Typically assignments that entail more complex duties and longer time periods are reserved for long-term extra



help employees who return election after election. These are the types of extra help employees the ROV hopes to recruit using these part-year codes.

**Positions Added: 13.0**  
**Ongoing Net Cost: \$567,822**

Salaries and Benefits: \$1,244,659  
Reduction in extra help employees appropriation: \$676,831

### ↑ Expand Availability of Accessible Online Ballot Materials

**Recommended Action:** Allocate ongoing funds of \$200,000 to expand availability of accessible online ballot materials.

**Service Impact:** This allocation will allow the ROV to purchase services to convert, prepare, host, and deliver materials in accessible formats that can be accessed and used by individuals with disabilities. These technologies will be used to comply with recent changes in state legislation (i.e., Assembly Bill 683 and Assembly Bill 2252) which have increased the requirements to provide more voting materials online in accessible formats.

**Ongoing Cost: \$200,000**

### ↑ Provide Funding to Conduct a Voter Outreach Campaign

**Recommended Action:** Allocate one-time funds of \$140,000 to conduct a voter outreach campaign.

**Service Impact:** The outreach mailer will consist of a letter explaining why the signatures are needed and how they are used, a response form to capture the signature, and a postage-paid reply envelope so the signature can be returned with privacy. The mailer will be supplemented with additional outreach online, at the polls, and in the ROV office.

**Background:** Under State law, the Registrar of Voters must compare every vote by mail ballot and provisional ballot to the signature on file, which for nearly all voters is the signature on their most recent voter registration form. For many voters who have not moved or re-registered, these signatures can be decades old. Collecting new signatures will increase acceptance rates and prevent otherwise valid ballots from being challenged.

**One-time Cost: \$140,000**

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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5600	Registrar Of Voters Fund 0001	\$ 12,278,685	\$ 13,246,750	\$ 14,773,102	\$ 15,869,344	2,622,594	19.8%
5605	Registrar Gen Elections Fund 0001	5,382,597	4,935,733	4,654,362	4,854,362	(81,371)	-1.6%
5610	Registrar Spec Elections Fund 0001	219,727	783,583	771,398	771,398	(12,185)	-1.6%
5615	Electronic Voting Sys Fund 0001	894,410	1,756,812	3,741,315	3,838,086	2,081,274	118.5%
<b>Total Net Expenditures</b>		<b>\$ 18,775,421</b>	<b>\$ 20,722,878</b>	<b>\$ 23,940,177</b>	<b>\$ 25,333,190</b>	<b>4,610,312</b>	<b>22.2%</b>



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

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5600	Registrar Of Voters Fund 0001	\$ 12,278,685	\$ 13,246,750	\$ 14,773,102	\$ 15,869,344	\$ 2,622,594	19.8%
5605	Registrar Gen Elections Fund 0001	5,382,597	4,935,733	4,654,362	4,854,362	(81,371)	-1.6%
5610	Registrar Spec Elections Fund 0001	219,727	783,583	771,398	771,398	(12,185)	-1.6%
5615	Electronic Voting Sys Fund 0001	894,410	1,756,812	3,741,315	3,838,086	2,081,274	118.5%
<b>Total Gross Expenditures</b>		<b>\$ 18,775,421</b>	<b>\$ 20,722,878</b>	<b>\$ 23,940,177</b>	<b>\$ 25,333,190</b>	<b>\$ 4,610,312</b>	<b>22.2%</b>

**Registrar of Voters— Budget Unit 140**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 10,325,087	\$ 10,876,377	\$ 10,980,009	\$ 11,922,592	\$ 1,046,215	9.6%
Services And Supplies	8,207,084	9,796,501	9,960,168	10,410,598	614,097	6.3%
Fixed Assets	243,250	50,000	3,000,000	3,000,000	2,950,000	5,900.0%
<b>Total Net Expenditures</b>	<b>\$ 18,775,421</b>	<b>\$ 20,722,878</b>	<b>\$ 23,940,177</b>	<b>\$ 25,333,190</b>	<b>\$ 4,610,312</b>	<b>22.2%</b>

**Registrar of Voters— Budget Unit 140**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5600	Registrar Of Voters Fund 0001	\$ 138,284	\$ 165,674	\$ 165,674	\$ 165,674	—	—
5605	Registrar Gen Elections Fund 0001	2,553,275	4,995,251	4,995,251	4,995,251	—	—
5610	Registrar Spec Elections Fund 0001	1,796,978	300,000	300,000	300,000	—	—
5615	Electronic Voting Sys Fund 0001	—	30,000	30,000	30,000	—	—
<b>Total Revenues</b>		<b>\$ 4,488,537</b>	<b>\$ 5,490,925</b>	<b>\$ 5,490,925</b>	<b>\$ 5,490,925</b>	<b>—</b>	<b>—</b>



## Registrar of Voters— Budget Unit 140

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Fines, Forfeitures, Penalties	\$ 7,522	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Aid From Government Agencies - State	4,818	8,000	8,000	8,000	—	—
Aid From Government Agencies - Federal	58,590	30,000	30,000	30,000	—	—
Other Financing Sources	72,293	155,674	155,674	155,674	—	—
Charges For Services	4,345,315	5,287,251	5,287,251	5,287,251	—	—
<b>Total Revenues \$</b>	<b>4,488,537 \$</b>	<b>5,490,925 \$</b>	<b>5,490,925 \$</b>	<b>5,490,925 \$</b>	<b>—</b>	<b>—</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 2017 Approved Budget	58.0	\$ 13,246,750	\$ 165,674
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(23,333)	—
IntraCounty Adjustments	—	1,618,053	—
Other Adjustments	—	(68,368)	—
<b>Subtotal (Current Level Budget)</b>	<b>58.0</b>	<b>\$ 14,773,102</b>	<b>\$ 165,674</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 78,430	\$ —
Decision Packages			
140.1 Augment Staff to Enhance Records Management	2.0	200,614	—
140.3 Augment Staff to Enhance Operational Support	1.0	124,765	—
140.5 Add Several Part-Year Codes to Support Elections	13.0	567,828	—
140.7 Provide Funding to Conduct a Voter Outreach Campaign	—	140,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(15,395)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>16.0</b>	<b>\$ 1,096,242</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>74.0</b>	<b>\$ 15,869,344</b>	<b>\$ 165,674</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 2017 Approved Budget	— \$	4,935,733 \$	4,995,251
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(58,121)	—
Other Adjustments	—	(223,250)	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>4,654,362 \$</b>	<b>4,995,251</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
140.6 Expand Availability of Accessible Online Ballot Materi	—	200,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>200,000 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>4,854,362 \$</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 2017 Approved Budget	— \$	783,583 \$	300,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(12,185)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>771,398 \$</b>	<b>300,000</b>
<b>Recommended Changes for FY 2018</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>771,398 \$</b>	<b>300,000</b>

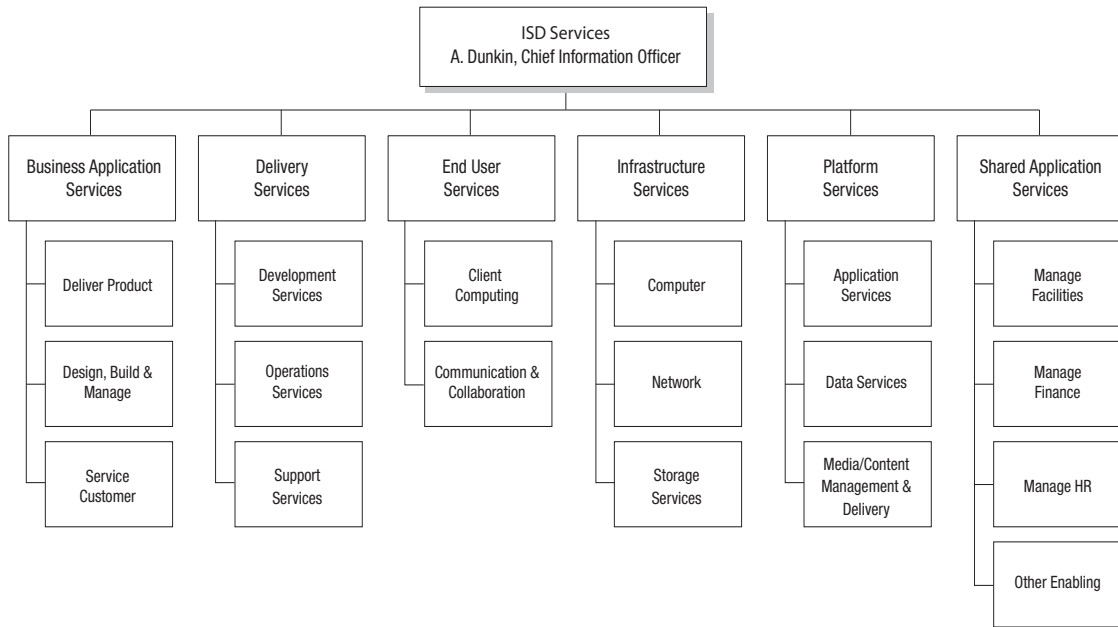


**Electronic Voting Sys Fund 0001 — Cost Center 5615**  
**Major Changes to the Budget**

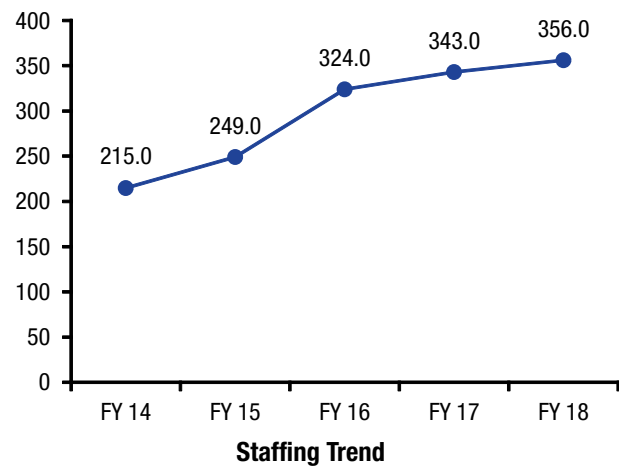
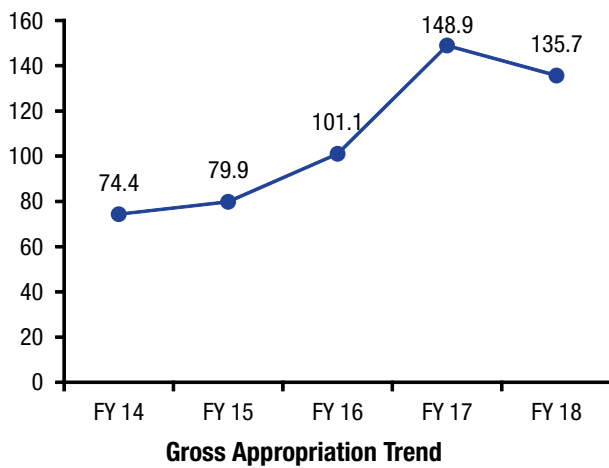
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	6.0	\$ 1,756,812	\$ 30,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,444	—
IntraCounty Adjustments	—	(15,437)	—
Other Adjustments	—	1,995,496	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 3,741,315</b>	<b>\$ 30,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
140.2 Enhance Material Handling and Ballot Inventory Control	1.0	98,292	—
Reduce PERS by \$7M due to prepayment of UAL	—	(1,521)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 96,771</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 3,838,086</b>	<b>\$ 30,000</b>

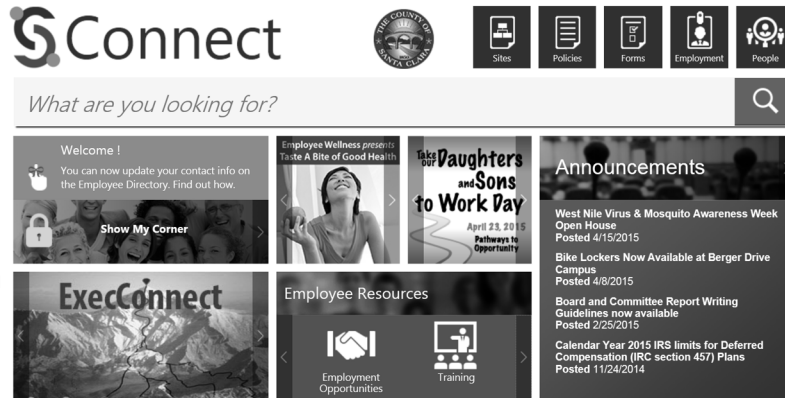


# Information Services Department



Section 1: Finance and Government





## Description of Major Services

The Information Services Department (ISD) offers IT services to address the business needs of County departments and agencies:

**End-User Services:** Client-facing services that allow end users to do their work

- Client computing services include end-user device and image management, product licensing support, and mobile device management.
- Communication and collaboration services include user education and enablement of a variety of tools through the County's main productivity and collaboration toolset. ISD also provides contract management and provisioning for traditional landline services.

**Infrastructure Services:** A technical service or component that enables other IT services required to operate an enterprise IT environment.

- Computer services include database administration to ensure applications can store, structure, and retrieve critical data; support of UNIX-based servers for large, enterprise-class computing environments; and development of virtual servers that enable computers to run multiple operating systems and applications, making the infrastructure simpler and more efficient.

**Delivery Services:** Services that enable the development, delivery, support, and continued

- Network services include management of Claranet, the County's data network, and associated infrastructure components, wireless access points, voice-over-Internet (VoIP) services and other telecommunications support.
- Storage, backup, and recovery services store customer data, provide daily on-site data restoration, and offer complete disaster recovery from backup data.

**Business Application Services:** Support and maintenance of specific applications County departments use to run critical business operations.

- Product services include enterprise agreement administration and product management services, resource planning and procurement services, and assistance with identification of software applications, including licensing structure and volume assessments.
- "Design, Build, and Manage" services include departmental application support and management services, including technical support and management of the County's web portals and content management services.
- Customer services include all aspects of customer care including specialized field support and the TechLink Center, the first point of contact for IT support.

operation of IT services. (Includes functions that optimize and protect IT systems and data.)

- Development services focus on application development; business relationship management; call center design, development, and support; customized geographic information system (GIS) deployment; program, project, and portfolio management; and Public Safety and Justice Systems Program (PSJSP) management.
  - Operations services include identity and access management, as well as various security services that align IT innovation with security and privacy standards, requirements, and guidelines.
  - Support services include building systems monitoring 24x7x365 mainframe, server, and storage operations; emergency management program management, which supports 911 County Communications and the Office of Emergency Services; and warrant printing services.
- Platform Services:** The provision and maintenance of a platform that allows customers to develop, run, and manage applications.
- Application services include maintenance of the PSJSP enterprise service bus, which will enable communications, interactions, and data-sharing between Public Safety, Justice, and Emergency Management applications.
  - Data services include GIS data, web, and application services.
  - Media/Content management and delivery services include documents and records management capabilities.
- Shared Application Services:** Support and maintenance of broadly used (enterprise-class) applications that allow departments to conduct common, internally-focused business functions reliably and cost-effectively.
- Facilities applications including the County's facilities management system.
  - Finance applications including modules for procurement activities and the County financial functions.
  - Human resources applications including time-keeping, Human Resources and Benefits applications, and the County's learning management solution.
  - Other enabling applications include Criminal Justice Information Control (CJIC), the County's adult criminal case management system, and support services for the County Assessor, Department of Revenue, Tax Collector and Apportionment System, and Volunteer Management System.

## Learning Organization

In FY 16-17, ISD, HHS and SSA launched **TechTalks**, quarterly presentations to bring together Information Technology employees from multiple jurisdictions to share ideas, spread knowledge and build a cohesive community through quarterly meetings and seminars about technology developments.

In August 2015, Santa Clara County, along with Alameda and San Mateo counties, organized a tri-county collaborative workgroup, to share information about technology solutions either currently in place, or planned for the future, within the public safety and justice domain. The workgroup rapidly increased to eight California counties, and currently meets quarterly within the Bay Area. With greater interest by more California counties to share information, the group was expanded and two forums for public safety and justice

were held. The challenges experienced within public safety and justice are similar across the counties, and this forum has granted greater insight into best practices as system solutions are shared among the members.

As one of the founders of the workgroup, Santa Clara County, in conjunction with San Mateo and Alameda, have taken on the leadership role of setting the agenda, arranging the speakers, and leading the discussions.

## Measure of Success

**Overall Customer Satisfaction Rate:** The Information Services Department conducts ongoing surveys of customer satisfaction within each of its service areas. The Department's overall customer satisfaction rate incorporates system availability, ease with which IT services can be identified and requested, responsiveness to service requests, timeliness of service, timely of service, timeline of projects, timeliness of communications, and the overall quality of work performed. This data provides critical feedback for the Department to address issues and explore service improvements. This year's results will provide the baseline upon which future performance will be measured.

**Enable Business Efficiency: Electronically Signed Documents:** Information technology underpins the automation and streamlining of a wide variety of business and customer-facing processes, thereby enabling County agencies to operate more efficiently and the public to obtain services more easily and rapidly. The Information Services Department (ISD) will identify and track prime indicators of their overall transformative and support efforts as part of a larger effort to increase business efficiencies throughout the County. In this case, the number of electronically signed documents Countywide. Begun in 2015 with significant traction in 2016, this initiative has shown tremendous growth in the initiatives short life, and both reduced processing times and enabled more efficient County process through the implementation of DocuSign.

<b>Information Services Department</b>	<b>FY 16-17</b>	<b>FY 17-18</b>
Measure(s) of Success	Anticipated	Targeted
Overall Customer Satisfaction Rate	85%	92%
Enable Business Efficiency: # of Electronically Signed Documents:	6,500	9,000



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Staffing Resources in ISD Finance Unit	↑	Increase Department's capacity to manage fiscal workload	2.0	\$239,119	\$4,758
Replace Unclassified Analysts with Permanent Positions	◆	Increase Department's capacity to inventory and track IT hardware and software licenses	2.0	\$281,771	\$4,758
Add Executive Leadership Resources	↑	Provide increased strategic and tactical leadership for the Department and the Countywide IT workforce	1.0	\$3,064,518	\$1,013,589
Anticipated Reduction to CJIC Rates for the Superior Court	●	Realize the anticipated reduction of Superior Court revenue	—	\$780,927	—
Transfer five AB109 Positions from General Fund to ISF	●	Provide greater flexibility of resource usage for Reentry Services	—	—	—
Transfer Ongoing Budget from General Fund IT Projects to ISF	●	Enable completed IT capital projects for ongoing operations	—	(\$100)	—
Add Web Portal Support for Social Services	↑	Provide support for the Social Services Agency web portal development	1.0	\$128,846	—
Transfer Funding Related to Mass Notification System	●	Transfer funds to department incurring contract costs.	—	(\$350,000)	—
Transfer Staff Resources from Social Services to ISD ISF	●	Provide greater flexibility for resource usage for the Social Services Agency	2.0	\$374,680	—
Fixed Assets	●	Provide for the replacement of IT fixed assets at the end of their useful life	—	—	\$1,177,600
FY 17-18 Information Technology Capital Projects	↑	Improve efficiency and effectiveness	—	\$4,868,050	\$32,349,727
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Staffing Resources in ISD Finance Unit

**Recommended Action:** Add 1.0 FTE Accountant III position, 1.0 FTE Associate Management Analyst position, and \$4,758 of one-time allocation for associated software and workstation equipment.

**Service Impact:** From FY 11-12 to FY 16-17, the administrative complexities, data tracking and financial processing required by the Information Services Department (ISD) Internal Services Fund (ISF) have more than doubled due to Countywide staff growth, the number of IT projects undertaken by ISD, and the replacement of large, aging systems, such as the County

Justice Information Center (CJIC). Along with the growth in accounts payable, accounts receivable, budget monitoring, timekeeping, and financial reporting responsibilities, ISD's Finance Team plays a critical role in the cost-transparency efforts of the ISF.

In keeping with ISD's key focus area of strengthening fundamental systems and processes that protect public and County assets, the addition of the Associate Management Analyst will assist with these functions and eliminate the need for the full-time extra help used



in the past. The Accountant III will provide the necessary accounting support to address the workload backlog within the Financial Unit.

**Positions Added: 2.0 FTE**  
**Net Ongoing Cost: \$239,119**  
**One-time Cost: \$4,758**

### ◆ Replace Unclassified Analysts with Permanent Positions

**Recommended Action:** Add 1.0 FTE Senior Management Analyst position and 1.0 FTE Associate Management Analyst position.

**Service Impact:** Unclassified Management Analyst positions created in FY 16-17 will expire in December 2017, leaving a resource shortfall for ISD to maintain the operational effectiveness of the Information Technology Asset Management (ITAM) program, a critical enterprise service that enables the inventory and tracking of IT hardware and software licenses within the County along with other agency-wide benefits.

In keeping with ISD's focus on strengthening fundamental systems and processes that protect public and County assets, the Department needs to implement formal practices outlined in the ITAM charter, recently adopted by the Business IT Steering Committee (BITS). The two permanent positions will develop and maintain ITAM policies and procedures, implement the asset refresh program and manage the new ITAM tools. They conduct ongoing data gathering, data cleansing, and data analysis and initiate new activities such as the analysis of operational metrics, licensing usage and software capabilities versus business needs.

**Positions Added: 2.0 FTE**  
**Net Ongoing Cost: \$281,771**  
**One-time Cost: \$4,758**

### ↑ Add Executive Leadership Resources

**Recommended Action:** Allocate \$2,936,905 ongoing funding with a one-time savings of \$1,013,589 for the creation of nine executive positions, add 1.0 FTE Associate Management Analyst position and allocate

\$23,790 for associated software and workstation equipment within the Information Services Department (ISD).

### Recommended Leadership Positions

Positions	FTE
Deputy Chief Information Officer	1.0
Chief Data Officer	1.0
Deputy Chief Technology Officer	1.0
Information Services Director, Engineering	1.0
Information Services Director, Platform	1.0
Information Services Director, Operations	1.0
Information Services Director, Finance, Employee Services and Procurement (FEP)	1.0
Information Services Director, Small and Midsize Departments	1.0
Information Services Director, Planning and Portfolio Management	1.0
<b>Total Recommended Positions</b>	<b>9.0</b>

**Service Impact:** Information technology teams from around the County have been undergoing consolidation into a centralized IT organization. Most recently the Health and Hospital System (HHS) and Social Services Agency (SSA) teams have been brought under the leadership of ISD. While restructuring has been beneficial in terms of improving cross-boundary understanding, leveraging of resources, and creating efficiencies, it has resulted in an organization of first level and middle managers, who are executing their responsibilities with limited strategic vision. Because the County has not developed an executive component within ISD with sufficient breadth to focus on developing strategy and leading innovation, the organization has had only limited success at optimizing IT services and costs to best serve its customers.

The deepening of the executive level is a critical step toward righting existing deficiencies, and setting forth both strategic and tactical action plans. The executives will also be responsible for spearheading implementation of the future IT organizational model now being finalized. The resulting organization will initially encompass ISD, HHS, and SSA, which, together, constitute approximately 820 positions (or 80 percent of all County IT resources). ISD is in the process of developing the details associated with each major organizational unit that reports to the Chief Information Officer (CIO). To date, a high level organizational model has been drafted and most of the proposed job families have gone through initial panel



review. These will be presented to staff and the bargaining units for review and input as they are completed.

Overall, the development of a full leadership team for ISD will provide specific benefits:

- Expanded capacity to integrate IT infrastructure with operations activities of the organizations as well as the implementation of modern technologies to create IT, service and cost efficiencies across the County.
- Leadership to develop a coherent enterprise architecture that will prevent overbuying, such as duplicative solutions, and instead proactively integrate internal partners into existing solutions.
- Increased expertise to coach and develop the organization into a performance culture that drives organizational efficiency and cost savings.
- Faster implementation of the Countywide IT reorganization.
- Increased capacity for strategic planning and leadership to execute those plans.
- Leadership to develop the Countywide analytics program, ensuring that data is used effectively to support our most vulnerable residents.

The nine recommended executive leadership positions provide the leadership framework for reorganization, and the capacity to address the historically intractable problems facing ISD, such as disconnection in communications and process, gaps between capabilities and skills, and fractured or ineffective decision-making. This recommendation is timely in that the County is at a critical stage with its Information Technology Career Compass (ITTC) effort to restructure its IT workforce and align it with industry roles, responsibilities and job families. Deepening the executive leadership within ISD will provide the capacity to then lead the organization forward on the completion of ITTC.

This recommendation also includes one Associate Management Analyst who will provide administrative support and analytical assistance for this new executive team.

The Administration will begin work to create the requested classifications so they are ready for recruitment as of July 1, 2017. The anticipated cost of the positions assumes four months of salary savings.

**Positions Added: 1.0 FTE**

**Net Ongoing Cost: \$3,064,518**

**One-time Savings: \$1,013,589**

Salary savings reflecting time for recruitment

### ● Anticipated Reduction to CJIC Service Rates for the Superior Court

**Recommended Action:** Reduce estimated revenue from services to the Superior Court of California, Santa Clara County and increase revenue and expenditures in the Information Services Department budget.

**Service Impact:** In December 2016, an agreement was ratified between the Superior Court of California and the County of Santa Clara to provide certain County agencies with online access to Odyssey, the Court's case management system. The agreement allowed authorized County employees to access court records, free of charge, to perform official duties, for internal statistical and research purposes as permitted by law, and for fulfilling employment, certification, or licensing duties.

In April 2017, the County began development of an agreement with the Superior Court to allow authorized Court employees access to the Criminal Justice Information Control (CJIC) application without charge relating to network services and access to the CJIC system. In the new agreement, the County may no longer charge for CJIC access, but in return, retains access to Odyssey. Additionally, the Court is expected to work with internal and external resources to develop, test and validate a data exchange interface with the Odyssey system and the new Information System Exchange (ISE), a component of the CJIC replacement. The interface will be used to supply the ISE with Court case information consistent with the data currently stored in CJIC.

**Ongoing Net Cost: \$780,927**

Ongoing revenue reduction from the Superior Court with ongoing reallocation of ISF charges to County Public Safety Departments

### ● Transfer Five AB 109 Positions to the ISF

**Recommended Action:** Transfer 1.0 FTE Software Engineer III position, 1.0 FTE Senior Information Technology Project Manager position, 1.0 FTE Senior Business Information Technology Consultant position, 1.0 FTE Database Administrator position, and 1.0 FTE Senior Systems Software Engineer position from the Information Services Department General Fund to the Internal Service Fund (ISF).

**Service Impact:** Five positions within the General Fund portion of ISD are currently dedicated to Public Safety Realignment projects. Moving these positions into the ISD ISF will provide the needed flexibility to increase or decrease resources as AB 109 related workload fluctuates. As a result, ISD will be able to better use the skills and talents of these positions to benefit other County departments once the needs of AB 109 clients have been met. This change also allows ISD to use its entire resource pool to meet AB 109 needs and change the skill composition as required for each new project. Since the AB109 cost center will be billed as services are provided, the dedicated staff size can adjust to AB109 IT needs and remain consistently right-sized despite fluctuations in workload.

**Ongoing Net Cost: \$0**

### ● Transfer Ongoing Budget from General Fund IT Projects to ISF

**Recommended Action:** Transfer ongoing allocation \$636,855 related to completed IT projects to the Information Services Department Internal Service Fund budget.

**Service Impact:** Ongoing funds were previously approved by the Board of Supervisors, along with one-time technology funding for the following projects:

- Information Technology Asset Management (FY 15-16 and FY 16-17) \$170,000 for ongoing software subscription fees
- Project Portfolio Management (FY 15-16) \$120,000 for ongoing software subscription fees

- County Internet Firewalls Upgrade (FY 16-17) \$296,955 for ongoing hardware and software maintenance
- Warrant Printing Software Replacement (FY 16-17) \$50,000 for ongoing software maintenance

These projects are or will be operational before the end of FY 17-18. Therefore, the ongoing funding needs to reside in the Internal Service Fund so that expenses can be factored into the ongoing cost of service delivery.

**Ongoing Net Savings: \$100**

Savings generated from external revenue

### ↑ Add Web Portal Support for Social Services

**Recommended Action:** Add 1.0 FTE Web Designer position to provide department web portal support and development.

**Service Impact:** The Social Services Agency (SSA) requires additional web development support to assist with the build and enhancement of its web portals to support community outreach efforts, enable abuse reporting associated with Child Abuse and Neglect web outreach efforts and improve the Department of Employment and Benefit Services' customer experience. Consistent with the goal of a single integrated IT organization, the requested Web Designer will become a part of the County's web development team at ISD and contribute to the support of SSA in this role. This centralized model provides opportunity for greater cross-customer collaboration for website development which in turn leads to a more consistent look and feel for County residents.

**Position Added: 1.0 FTE**

**Ongoing Cost: \$128,846**

### ● Transfer Funding Related to Mass Notification System

**Recommended Action:** Transfer ongoing allocation from the Information Services Department to the Office of Emergency Services for ongoing funding of Mass Notification Services contract.

**Service Impact:** The transfer of funds will allow for the allocation to reside in the department where the expenses occur. The contract provides the means for

government entities to notify the public, businesses, and employees regarding emergency situations based on developed guidelines within the geographical area of Santa Clara County. The goal is to provide capabilities to make notifications automatically any time (instant or pre-scheduled), any place (specific geographic locations or entire region), with multiple means of communication (home phone, work phone, cellular phone, email, etc.), and to be activated via web, phone or mobile application.

**Ongoing Savings: \$350,000**

Fully offset by increased allocation in County Office of Emergency Services

● **Transfer Staff Resources from Social Services to ISD ISF**

**Recommended Action:** Transfer 2.0 FTE Senior Systems Software Engineer positions from the Social Service Agency (SSA) to the Information Services Department (ISD) ISF.

**Service Impact:** One of the desired outcomes of the IT Career Compass is a single integrated IT organization, providing for the centralization and standardization of the County's infrastructure. The infrastructure teams at SSA and ISD recently assessed SSA servers and storage. The result of the assessment was a recommendation to retire obsolete hardware and install new hardware consistent with the standard equipment used throughout the County (see the County Executive's Recommendations for Social Service Agency - Fixed Assets). The second recommendation from the assessment team was to transfer two vacant Senior Systems Software Engineer positions from SSA to ISD. Together, these recommendations will lead to standardized operations and implementation of best practices.

**Net Ongoing Cost: \$374,680**

● **Fixed Assets**

**Recommended Action:** Increase one-time allocation within the ISD ISF, Printing Services, and the ISD General Fund to provide scheduled fixed-asset replacement for IT-related hardware.

Information Technology and Printing Services rates include depreciation for a subset of fixed assets. By collecting depreciation for these assets, ISD can designate a portion of its fund balance to accommodate scheduled refresh cycles.

**Fixed Asset Replacements - ISD ISF**

Item	Cost
DD860 Storage Appliance	\$156,700
DD860 Storage Appliance	\$156,700
DD860 Storage Appliance	\$156,700
RecoverPoint Appliance	\$12,500
RecoverPoint Appliance	\$12,500
RecoverPoint Appliance	\$12,500
RecoverPoint Appliance	\$12,500
CComm VNX5300	\$150,000
CComm 2xFC Switch DS6505	\$50,000
<b>Total</b>	<b>\$720,100</b>

**Fixed Asset Replacements - Printing Services**

Item	Cost
Collator-Ordinamati,	\$15,500
Collator-SpeedLT	\$19,500
DD860 Storage Appliance	\$75,000
Prod/Printer Pub 135 - Xerox	\$19,000
Contex 54" HD Large Format Color Scanner,	\$10,000
<b>Total</b>	<b>\$139,000</b>

Current ISF rates capture depreciation for some, but not all, assets. 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. The General Fund request represents asset replacements the ISF cannot accommodate through fund balance at this time and new equipment to accommodate storage growth.

**Fixed Asset Replacements - ISD General Fund**

Item	Cost
VNX5400 Storage Array Upgrade	\$100,000
x86 3850 Lenovo servers	\$60,000
x86 3850 Lenovo servers	\$60,000
TSM licenses for new x86 Lenovo servers	\$60,000
Neopost IS5000 Mail Machines	\$26,500
Neopost ID5000 Dynamic Scales	\$12,000
<b>Total</b>	<b>\$318,500</b>

**One-time Cost: \$1,177,600**



## ↑ FY 17-18 Information Technology Capital 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.

The technology projects proposed in FY 17-18 represent a focus on modernizing critical business applications and systems that are either unsupported or do not meet the growing needs of the business and to continue with standardization and consolidation to reduce the County's cost of doing business.

**Enterprise Focus:** This year's review process focused on the County as whole rather than a set of independent operations. This year's recommended projects support efficiency, effectiveness, and economies of scale across the entire organization.

**Project Evaluation Process:** The FY 17-18 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 due to a mandate, security or privacy risk or unsupported technology impact. Requests were also evaluated in terms of how effectively they would:

- Optimize technology to eliminate duplicative functions and take advantage of economies of scale resulting in shifting the cost of delivering IT services and infrastructure to value-added IT business solutions
- Use IT commodity services that can be shared across the County or within large groups with minimal risk and that can be quickly implemented
- Enable self-service and automation
- Improve service 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
- Reduced Cost of Services
- Consolidation where Necessary
- Build Bench Strength
- Use of Latent Talent and Resources

### FY 17-18 Information Technology Capital Projects

Description/(Partnering Agency)	One-time Allocation	Ongoing Allocation
<b>ISD</b>		
System Upgrade - IPM Spatial Monitoring and Data Management Project	\$125,000	—
End-of-Life Implementation of Coroner-Medical Examiner (CME) version 3	\$125,000	\$25,000
End-of-Life Replacement - Space and Property Management System	\$500,000	—
End-of-Life Upgrade - Budget System Software	\$1,300,000	—
Annual Allocation for Security Projects	\$500,000	\$500,000
Annual Refresh of Desktops and Laptops	\$1,000,000	—
Annual Refresh of Infrastructure Servers and Storage	\$1,400,000	\$100,000
IT Professional Services - Business Analysis and Project Management	\$1,000,000	—
Replace Obsolete Phone Systems - Phase Two (Final Year)	\$2,350,000	\$300,000
End-of-Life Upgrade - Berger Drive Local Area Network and Phone	\$600,000	\$60,000
End-of-Life - Replacement of ISD Supported Phones	\$200,000	—
<b>Non-ISD Departments</b>		
End-of-Life Replacement - Computer Aided Dispatch (CAD) System Replacement	\$3,832,500	—
Continuation - Tax Collector Automation System (TCAS) Enhancement (Final Year)	\$500,000	—
End-of-Life - Timekeeping System Upgrade and Archiving	\$150,000	—

## FY 17-18 Information Technology Capital Projects

Description/(Partnering Agency)	One-time Allocation	Ongoing Allocation
Continuation - Behavioral Health Services Practice Management System	\$5,367,227	—
<b>Public Safety and Justice Systems Program (PSJSP)</b>		
Public Safety Program Administration	\$1,500,000	—
Continuation - Information Sharing Environment (New CJIC)	—	\$1,783,350
Final year - Mainframe Rehosting	—	—
Continuation - Sheriff Records Management System (RMS)	\$1,000,000	\$434,700
Continuation - Jail Management System (JMS)	\$5,400,000	\$702,000
Continuation - Adult and Juvenile Probation Management System	\$5,500,000	\$810,000
Continuation - Referral Tracking	—	\$153,000
<b>Total Allocation</b>	<b>\$32,349,727</b>	<b>\$4,868,050</b>

## ISD General Fund

### System Upgrade - IPM Spatial Monitoring and Data Management

**Customer Department:** Office of the County Executive

**Background:** In May 2002, the County passed an Integrated Pest Management (IPM) and pesticide use ordinance (Division B28) with an intent to eliminate human and environmental exposure to physical and chemical hazards associated with pest management products and services.

The IPM Spatial Monitoring and Data Management project is for the development of a request for proposal (RFP) implementation of a solution using a professional services vendor to be selected for their expertise with IPM Spatial Mapping and Data Management Software. The system to be implemented will provide more accurate information to help provide better risk assessments and illuminate pest management practices that are particularly problematic so they can be targeted for development of alternatives. In situations where more toxic chemicals must be used, the data will help managers employ training and technologies specifically designed to protect applicators, workers, and the environment.

The assessment, business, functional, and technical requirements are already complete. Implementation includes development of forms, relational data input/output, custom report writing, test, UAT, and roll-out. On-going maintenance costs will be provided by the department from within the existing budget.

**One-Time Cost: \$125,000**

### End-of-Life Replacement of Coroner-Medical Examiner (CME) Version 3

**Customer Department:** Medical Examiner-Coroner

**Background:** The Coroner's Office currently uses an outdated enterprise system for recording autopsy data and storing images. The parent company has ceased to issue updates, and the vendor will no longer provide support past 2019. Additionally, the current system does not provide many significant features CME staff require. This is a unique application in need of replacement before support is no longer available.

**Ongoing Cost: \$25,000**  
**One-Time Cost: \$125,000**

### End-of-Life Replacement - Space and Property Management System

**Customer Department:** Fleet and Facilities-Facilities Maintenance and Construction Services

**Background:** This project implements new modules for the existing enterprise system for Space & Property Management. This system is an Integrated Workplace Management System (IWMS) used by Fleet and Facilities (FAF) and the Health and Hospital System (HHS) to accurately manage the office space and property owned or leased by the County.

**One-Time Cost: \$500,000**

### End-of-Life Upgrade - Budget System Software

**Customer Department:** Finance Agency-Controller-Treasurer Department

**Background:** In its present state, the County's budget system is slow and necessary new features are not available, causing the County to miss out on efficiency and added value of the product and its features. The vendor will cease to support this product at the end of



2017. This is a mission critical system for the County, and without a fully supported and up-to-date system, there will be significant operational impacts to the County's budgeting process.

The project will also assess if any of the added features can be incorporated into the currently used functions.

**One-Time Cost: \$1,300,000**

### Annual Allocation for Security Projects

**Customer Department:** ISD Enterprise-Privacy and Information Security

**Background:** This annual allocation for a bundle of security projects would give the Chief Information Security Officer (CISO) the flexibility to proactively deal with new threats. Requests for FY 17-18 include enterprise access management, data loss prevention, cloud security gateway, intrusion detection and prevention, endpoint protection, and application development security.

**Ongoing Cost: \$500,000**  
**One-Time Cost: \$500,000**

### Annual Refresh of Desktops and Laptops

**Customer Department:** ISD County Refresh Policy, Administration and Finance

**Background:** Starting in FY 17-18, ISD service rates will include an amount that will build a reserve for the replacement of desktops and laptops that are beyond their useful life. This project provides additional funding for this reserve to launch a comprehensive replacement schedule for all ISD serviced County departments.

**One-Time Cost: \$1,000,000**

### Annual Refresh of Infrastructure Servers and Storage

**Customer Department:** ISD-Enterprise Infrastructure Support

**Background:** Completing significant infrastructure refresh, includes replacing the primary storage arrays for backup infrastructure, purchasing additional servers for the x86 virtual environment to accommodate additional requests from Privacy and Security, Public Defender's Office, Fleet and Facilities, Controllers Office

and others. Additionally, this request provides for the replacement of the County Communication Storage Area Network (SAN) infrastructure.

**Ongoing Cost: \$100,000**  
**One-Time Cost: \$1,400,000**

### IT Professional Services - Business Analysis and Project Management

**Customer Department:** ISD-IT Countywide Project and Portfolio Management

**Background:** Provides professional and subject matter contract services to assist with business needs assessment, business requirements analysis, business process re-engineering and improvement and project management across the County.

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

### Replace Obsolete Phone Systems - Phase Two (Final Year)

**Customer Department:** ISD Enterprise-Network and Telecom Services

**Background:** This FY 17-18 project replaces obsolete County phone systems with voice over internet protocol (VoIP) and is the second phase of a previously approved FY 16-17 project. These systems are no longer eligible for vendor support and replacement parts are increasingly difficult to find. All of these systems will be replaced with the County-standard VoIP phone system.

**Ongoing Cost: \$300,000**  
**One-Time Cost: \$2,350,000**

### End-of-Life Upgrade - Berger Drive Local Area Network and Phone

**Customer Department:** ISD Enterprise-Network and Telecom Services

**Background:** The local area network switches at 1555 Berger Drive Campus buildings 1, 2 & 3 that provide connectivity to a large number of County IT professionals and other departments have only 100mb connections to the phones and desktops. This is very limited throughput especially for IT professionals relying on fast network connectivity. This project would upgrade both the phones and switches to provide 1

gigabit connectivity through the phones to the desktops. An upgrade of the core distribution switch is also required to connect these new local area switches at 10GB speed back to the County core network.

**Ongoing Cost: \$60,000**  
**One-Time Cost: \$600,000**

### End-of-Life - Replacement of ISD Supported Phones

**Customer Department:** ISD Enterprise-Network and Telecom Services

**Background:** Approximately 516 end-of-support model phones need to be replaced. The locations are primarily the District Attorney Crime Lab and many other remote locations where VoIP was initially installed in 2007. Licensing is not needed and only the replacement of specific model handsets are required.

**One-time Cost: \$200,000**

### Non-ISD Departments

#### End-of-Life Replacement - Computer-Aided Dispatch (CAD) System

**Customer Department:** 911-Dispatch Services

**Background:** The current computer automated dispatch (CAD) system was initially designed and implemented in 1978 and refreshed in 1994. The programming language that supports the system is out of date and there is limited expertise available to provide the required support. Additionally, the users and stakeholders have seen increased difficulty in using the data within the CAD because decades of incremental programming modifications and software patches have made it difficult to get clear data from the system. Finally, with the combination of moving the 911 system to next-generation 911 (text, photo and video to 911) and other stakeholder requirements, the need for a new CAD system has become evident. Implementation of a new CAD system will provide the support, bandwidth, and flexibility for County Communications to continue to provide services to the Sheriff's Office, County Fire, County EMS, and other County agencies.

This will be a multi-year project, with a total one-time cost of \$12.65 million. Development of a request for proposal (RFP) and a formal Procurement is already

underway. This request is for implementation of a new CAD consolidated solution that will support Fire, Law and Medical Dispatch needs within the County. The primary County stakeholders supported are Sheriff's Office, Health and Hospital System, Emergency Operations Center, Emergency Services, County Roads and Airports Department and 17 public safety answer points.

This program is to be funded with 2012 Measure A Sales Tax reserve.

**One-Time Cost: \$3,832,500**

### Public Safety and Justice Systems Program (PSJSP)

#### Public Safety Program Administration

**Customer Department:** CJIC Project Team, Public Safety Enterprise

**Background:** Provide program management, analysis, administration and technical leadership for the Public Safety and Justice Systems Program (PSJSP) which will enhance the current level of integration, collaboration, and data sharing among criminal justice agencies and improve the administration of justice in the County.

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

#### Continuation - Information Sharing Environment (New CJIC)

**Customer Department:** CJIC Project Team, Public Safety Enterprise

**Background:** This projects develops a new County Justice Information Center that will support data sharing among criminal justice agencies, shared services, cross-agency business intelligence, and criminal history archives. Note: This was called the Countywide Data Exchange previously. It has been split into four sub-projects:

- Develop an Information Sharing Environment that will support data sharing among public safety and criminal justice agencies

- Develop and implement master indices and shared standard county code table that will support data sharing between public safety and criminal justice agencies
- Acquire and implement infrastructure for all Public Safety and Justice Projects
- Catalog, develop and implement existing data exchanges and future commercial off-the-shelf (COTS) solutions for both public safety and justice agencies

**Ongoing Cost: \$1,783,350**

### **Continuation - Sheriff Records Management System (RMS)**

**Customer Department:** CJIC Project Team, Public Safety Enterprise and Office of the Sheriff

**Background:** The Sheriff's Office uses a legacy in-house Incident and Activity Reporting System to track law enforcement activities and to support billing of contracting cities. The legacy system has reached end-of-life and is unsupported in both the application front-end and backend database. This project will procure a commercial-off-the-shelf (COTS) Records Management System (RMS) to replace the legacy system and provide additional much-needed functionality to the Sheriff's Office. This project is a key component in the County's Public Safety and Justice Systems Program that will enhance the current level of integration, collaboration and data sharing among criminal justice agencies, and improve the administration of justice in the County.

**Ongoing Cost: \$434,700**  
**One-Time Cost: \$1,000,000**

### **Continuation - Tax Collector Automation System (TCAS) Enhancement (Final Year)**

**Customer Department:** Finance Agency-Office of the Tax Collector

**Background:** TCAS is a custom California compliant property tax system. Three years of funding were approved starting in FY 15-16 to continue the development of the system by delivering system enhancements. The enhancements provide system functionality unavailable in the legacy system. The areas of focus are tax roll control, accounting, and operations.

The enhancements are prioritized by the TCAS Steering committee made up of representation from all the impacted users.

This request is to develop additional TCAS system functionality necessary to support the business requirements of the Tax Collector and Controller's Office. This will be for the third year of the funding approved in FY 15-16.

**One-Time Cost: \$500,000**

### **End-of-Life - Timekeeping System Upgrade and Archiving**

**Customer Department:** Finance Agency, Controller-Treasurer Department

**Background:** The County's timekeeping system software supplier will cease to support the currently installed version at the end of 2017. With the loss of support, the County will be compromised in its ability to add functions and serve future needs. Should there be an issue with the application, the process to collect information for time worked (payroll) and time off (benefits) will be at risk. Updates to the interfaces and upgrades to the operating system that hosts the application will continue, which increases risk to compatibility and stability. This request is for a project that will bring the County up-to-date on its time keeping software and deliver improved features, including the ability to archive historical data. This will improve usability, processing and reporting efficiency, and enable the ability to retain records for a proper amount of time to avoid over-retention.

**One-Time Cost: \$150,000**

### **Continuation - Behavioral Health Services Practice Management System**

**Customer Department:** Health and Hospital, Behavioral Health Services

**Background:** The Behavioral Health Services Department (BHSD) and Santa Clara Valley Health and Hospital System (SCVHHS), as well as County contracted service providers, currently enter data into a software system to export data into reports, billing and state reporting, such as Client & Service Information (CSI) and California Outcome Measurement Services (CalOMS). The system used in Mental Health is used for



managing billing for its fee-for-service providers. Both systems have significant limitations and contract risk. The BHSD has concluded that further investment in them should cease and an integrated Practice Management System (PMS) from an established vendor will be procured and implemented as a replacement.

This request is to procure and implement a PMS that includes: Provider billing, managed care, and credentialing and capacity management as well as an establish Electronic Data Interchange (EDI) for County Service Providers (CSP) and HealthLink resulting in improved clinical and administrative outcomes for consumers receiving services from Behavioral Health Services and the network of CSPs.

**One-Time Cost: \$5,367,227**

### Continuation - Jail Management System (JMS)

**Customer Department:** CJIC Project Team, Public Safety Enterprise and Office of the Sheriff and Department of Correction

**Background:** The Sheriff's Office and Department of Correction use the County's integrated Criminal Justice Information Center (CJIC) system and a legacy Jail Information System (JIS) to manage and track inmates and jail functions and to produce management and legally mandated reports. This project will procure a commercial-off-the-shelf (COTS) Jail Management System (JMS) to replace CJIC and Jail Information System (JIS) and provide additional functionality to the Department of Correction. 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.

**Ongoing Cost: \$702,000**  
**One-Time Cost: \$5,400,000**

### Continuation - Adult and Juvenile Probation Management System

**Customer Department:** CJIC Project Team, Public Safety Enterprise and the Probation Department

**Background:** The Probation Department currently uses staff-developed Lotus Notes applications to support case management for adult and juvenile probation and

facility management for juvenile detention. The Probation Department must share data with other law and justice agencies, and much of this information exchange is either done manually or is based on outdated point-to-point interfaces between legacy technology systems. The need to replace the unsupported Lotus Notes applications at Probation is most urgent before they fail completely. This must be done in an integrated manner that maintains or enhances the data sharing across agencies necessary for the delivery of criminal justice in the County. This project will procure and implement a commercial off-the-shelf (COTS) case management system for Adult and Juvenile Probation. The case management system will incorporate or be seamlessly integrated with a juvenile detention facility management system.

**Ongoing Cost: \$810,000**  
**One-Time Cost: \$5,500,000**

### Continuation - Referral Tracking

**Customer Department:** CJIC Project Team, Public Safety Enterprise and Reentry Resource Center

**Background:** The Reentry Resource Center (RRC) will benefit from a tracking system to provide information regarding service referrals and delivery provided to re-entry clients within Santa Clara County. Currently, each agency or department, whether County or non-County, provides services to these clients, then stores service and case data in their own departmental systems. If referrals made between agencies, are more transparent, service and outcome data can be effectively measured and assessed. A centralized referral tracking system managed by the RRC will enhance the County's ability to coordinate services among agencies, more easily measure outcomes, accurately track service delivery, and more effectively allocate resources to support the success of Re-Entry initiatives. The centralized referral tracking system will be linked to the interim RRC Encounter program database used as the portal for clients entering RRC. The behavioral health case management system or the RRC Encounter database will be re-engineered to work seamlessly with the tracking system.

This multi-year project is currently implementing a centralized referral tracking system managed by the Reentry Resource Center to enhance the County's ability to coordinate services between agencies, more

easily measure outcomes, accurately track service delivery, and more effectively allocate resources to support the success of Re-Entry initiatives.

**Ongoing Cost: \$153,000**

**Information Services— Budget Unit 145  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
014501	Information Services Fund 0001	18,137,607	66,738,114	14,586,263	41,998,291	(24,739,823)	-37.1%
014502	Messenger Driver - Records Ret Fund 0001	559,392	575,945	555,039	592,660	16,715	2.9%
014574	Information Services Fund 0074	65,505,531	77,305,817	83,887,805	88,836,115	11,530,298	14.9%
014577	Printing Operations Fund 0077	2,327,819	2,506,565	2,349,713	2,494,547	(12,018)	-0.5%
<b>Total Net Expenditures \$</b>		<b>86,530,348</b>	<b>147,126,440</b>	<b>101,378,820</b>	<b>133,921,613</b>	<b>(13,204,828)</b>	<b>-9.0%</b>

**Information Services— Budget Unit 145  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
014501	Information Services Fund 0001	18,137,607	66,738,114	14,586,263	41,998,291	(24,739,823)	-37.1%
014502	Messenger Driver - Records Ret Fund 0001	2,078,467	2,273,945	2,253,039	2,290,660	16,715	0.7%
014574	Information Services Fund 0074	65,592,820	77,388,944	83,970,932	88,919,242	11,530,298	14.9%
014577	Printing Operations Fund 0077	2,327,819	2,506,565	2,349,713	2,494,547	(12,018)	-0.5%
<b>Total Gross Expenditures \$</b>		<b>88,136,712</b>	<b>148,907,567</b>	<b>103,159,947</b>	<b>135,702,740</b>	<b>(13,204,828)</b>	<b>-8.9%</b>



### Information Services— Budget Unit 145 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 43,113,454	\$ 53,723,652	\$ 58,060,792	\$ 61,000,503	\$ 7,276,851	13.5%
Services And Supplies	40,392,665	92,605,877	45,099,155	73,524,637	(19,081,241)	-20.6%
Fixed Assets	4,030,593	2,315,646	—	1,177,600	(1,138,046)	-49.1%
Operating/Equity Transfers	600,000	—	—	—	—	—
Reserves	—	262,392	—	—	(262,392)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 88,136,712</b>	<b>\$ 148,907,567</b>	<b>\$ 103,159,947</b>	<b>\$ 135,702,740</b>	<b>\$ (13,204,828)</b>	<b>-8.9%</b>
Expenditure Transfers	(1,606,364)	(1,781,127)	(1,781,127)	(1,781,127)	—	—
<b>Total Net Expenditures</b>	<b>\$ 86,530,348</b>	<b>\$ 147,126,440</b>	<b>\$ 101,378,820</b>	<b>\$ 133,921,613</b>	<b>\$ (13,204,828)</b>	<b>-9.0%</b>

### Information Services— Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
014501	Information Services Fund 0001	\$ 3,298,549	\$ 1,637,760	\$ 1,162,760	\$ 1,162,760	\$ (475,000)	-29.0%
014574	Information Services Fund 0074	63,203,123	75,956,427	84,747,826	89,098,026	13,141,599	17.3%
014577	Printing Operations Fund 0077	2,007,402	2,288,973	2,405,495	2,405,495	116,522	5.1%
<b>Total Revenues</b>		<b>\$ 68,509,073</b>	<b>\$ 79,883,160</b>	<b>\$ 88,316,081</b>	<b>\$ 92,666,281</b>	<b>\$ 12,783,121</b>	<b>16.0%</b>

### Information Services— Budget Unit 145 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 110,665	\$ 69,892	\$ 69,892	\$ 69,892	—	—
Aid From Government Agencies - Federal	123,159	466	466	466	—	—
Charges For Services	64,924,709	78,153,469	87,054,846	91,404,873	13,251,404	17.0%
Other Financing Sources	3,350,541	1,659,333	1,190,877	1,191,050	(468,283)	-28.2%
<b>Total Revenues</b>	<b>\$ 68,509,073</b>	<b>\$ 79,883,160</b>	<b>\$ 88,316,081</b>	<b>\$ 92,666,281</b>	<b>\$ 12,783,121</b>	<b>16.0%</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 2017 Approved Budget	5.0	\$ 66,738,114	\$ 1,637,760
Board Approved Adjustments During FY 2017	5.0	1,114,221	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	38,480	—
IntraCounty Adjustments	—	807,894	—
Other Adjustments	—	(54,112,446)	(475,000)
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 14,586,263</b>	<b>\$ 1,162,760</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,366,260	\$ —
Decision Packages			
145.8 Transfer Ongoing Budget from GF IT Projects to ISF	—	(636,955)	—
145.9 Fixed Assets	—	280,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,367)	—
145.7 Transfer 5 AB109 Positions from General Fund to ISF	-5.0	(961,960)	—
Information Technology			
System Upgrade IPM Spatial Monitoring and Data Management	—	125,000	—
End-of-Life Implementation of Coroner-Medical Examiner V3	—	150,000	—
End-of-Life - Replacement Space and Property Management	—	500,000	—
End-of-Life Upgrade Berger Dr. Local Area Network and Phone	—	660,000	—
End of Life Replmt of ISD Supported Phones	—	200,000	—
Annual Refresh Desktops & Laptops	—	1,000,000	—
End-of-Life Upgrade - Budget System Software	—	1,300,000	—
Annual Allocation for Security Projects	—	1,000,000	—
Annual Refresh Infrastructure Servers and Storage	—	1,500,000	—
IT Professional Services Bus Analysis &Portfolio Management	—	1,000,000	—
Replace Obsolete Phone Systems - Phase2	—	2,650,000	—
Public Safety Program Administration	—	1,500,000	—
Continuation - PSJ Information Sharing Environment	—	1,783,350	—
Continuation - Sheriff Records Management System (RMS)	—	1,434,700	—
Continuation - Jail Management System (JMS)	—	6,102,000	—
Continuation - Adult and Juvenile Probation Management Sys	—	6,310,000	—
Continuation - Referral Tracking	—	153,000	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-5.0</b>	<b>\$ 27,412,028</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 41,998,291</b>	<b>\$ 1,162,760</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 2017 Approved Budget	5.0	\$ 575,945	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,200	—
IntraCounty Adjustments	—	(37,440)	—
Other Adjustments	—	334	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 555,039</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
145.9 Fixed Assets	—	38,500	—
Reduce PERS by \$7M due to prepayment of UAL	—	(879)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 37,621</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 592,660</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 2017 Approved Budget	324.0	\$ 77,305,817	\$ 75,956,427
Board Approved Adjustments During FY 2017	—	(271,522)	2,093,568
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,193,803	—
IntraCounty Adjustments	—	2,226,417	6,691,287
Other Adjustments	—	2,433,290	6,544
<b>Subtotal (Current Level Budget)</b>	<b>324.0</b>	<b>\$ 83,887,805</b>	<b>\$ 84,747,826</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ 5,130,954
Decision Packages			
145.1 Augment Staffing Resources in ISD Finance Unit	2.0	243,901	24
145.2 Replace 2 Unclassified Analysts w/ Permanent Positions	2.0	286,529	11
145.8 Transfer Ongoing Budget from GF IT Projects to ISF	—	636,955	100
145.6 Add Executive Leadership Resources	1.0	2,050,967	38
Reduce PERS by \$7M due to prepayment of UAL	—	(105,628)	—
145.7 Transfer 5 AB109 Positions from General Fund to ISF	5.0	961,960	—



### Information Services Fund 0074 — Cost Center 014574 Major Changes to the Budget

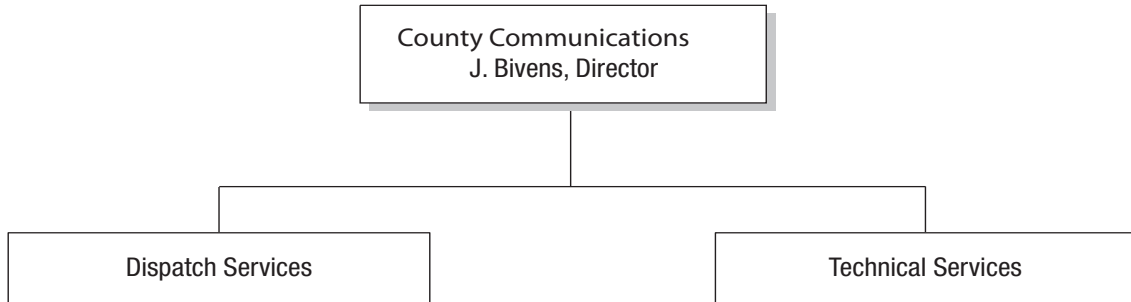
	Positions	Appropriations	Revenues
SCC.05 ISD&CEO- Trans Fndng related to Mass Notification Sys	—	(350,000)	—
Reduction to CJIC Service Rates for the Superior Court	—	—	(780,927)
145.9 Fixed Assets	—	720,100	—
SCC.15 Transfer 2 Sr Software Engineers from SSA to ISD ISF	2.0	374,680	—
145.SCC.16 Add 1 Web Designer to support SSA	1.0	128,846	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>13.0</b>	<b>\$ 4,948,310</b>	<b>\$ 4,350,200</b>
<b>Recommended Budget</b>	<b>337.0</b>	<b>\$ 88,836,115</b>	<b>\$ 89,098,026</b>

### Printing Operations Fund 0077 — Cost Center 014577 Major Changes to the Budget

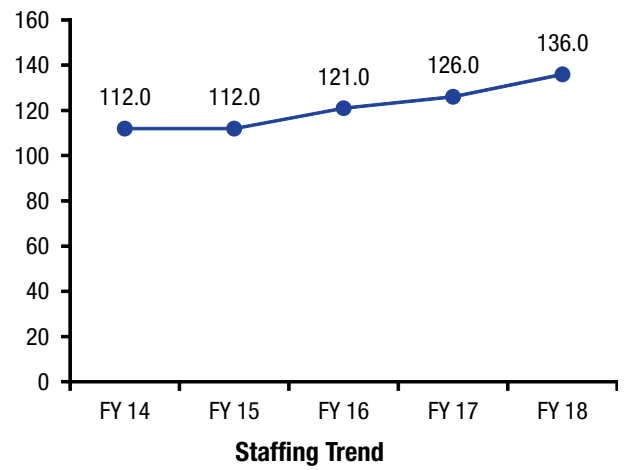
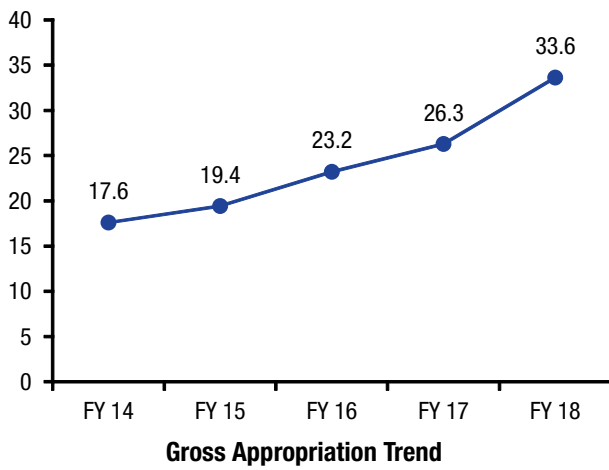
	Positions	Appropriations	Revenues
<b>0077-Printing Services ISF (Fund Number 0077)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	9.0	\$ 2,506,565	\$ 2,288,973
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,260	—
IntraCounty Adjustments	—	14,374	116,522
Other Adjustments	—	(204,486)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 2,349,713</b>	<b>\$ 2,405,495</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 7,866	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,032)	—
145.9 Fixed Assets	—	139,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 144,834</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 2,494,547</b>	<b>\$ 2,405,495</b>



# County Communications



Section 1: Finance and Government





## Description of Major Services

The County Communications Department provides 911-call answering service to the public, emergency dispatching services to County departments and other local government agencies, and communications technical services to County departments and other local government agencies.

### Dispatch Operations

County Communications is responsible for answering calls to the State-mandated 911 emergency number from the communities receiving law enforcement services from the Sheriff, specifically the unincorporated areas of the County and Cupertino, Los Altos Hills, and Saratoga.

Dispatch Operations coordinates emergency radio dispatching service for the Sheriff and community college districts; County Fire Department; Emergency Medical Services Agency, responsible for county wide paramedic ambulance transport service; and other County departments and local government agencies.

Callers requesting medical assistance receive Emergency Medical Dispatch (EMD) services, which include appropriate physician-approved medical instruction while paramedics are en route to the scene.

Dispatch Operations fulfills the role of the 911 county coordinator on behalf of all 911 centers in Santa Clara County, coordinating and ensuring compliance for 911 functions required by the State, including information

dissemination and maintenance of the 911 master street address guide database of caller telephone number and address information.

### Technical Services

Technical Services offers a full range of communications technical services to meet the public safety radio communication needs of County departments and many other local government entities. It provides engineering design, project management, and technical consultation to assist agencies with communications systems and equipment planning and procurement.

Technical Services implements, modifies, and maintains the complex communications radio and computer infrastructure systems and equipment operated by Dispatch Services and numerous public safety agencies for county wide emergency communications, as well as a wide variety of hand-held and vehicle radios used in county departments and local government agencies.



## Measures of Success

### 911 Emergency Call Answering: County

Communications will work to improve call answer response times by answering 90 percent of all 911 emergency calls within 12 seconds. This measurement serves to benchmark compliance with the State-mandated performance standard for 911 call answering. Improving the rate and timeliness of answering calls will improve service both to the public reporting 911 emergencies and to the public safety first responders dispatched.

Call answer times will be measured by using data captured by the 911 telephone system.

**Sheriff Database Response:** County Communications will work to improve response to Sheriff database requests by providing responses to 90 percent of all criminal justice and open warrant queries within five minutes. Maintaining a high level of responsiveness will enable Sheriff staff to process events more quickly, improving case handling and crime statistics. Reducing the time to provide important critical criminal justice information to Sheriff personnel will accomplish the goal of improving stakeholder support by increasing officer safety and efficiency.

Database query response times will be measured by using data available from reports from the computer-aided dispatching system.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Maintain and Optimize Operations	↑	Resources will enhance the overall services provided	—	\$149,521	\$559,096
Augment Administrative and Support Services Staff	↑	Increase resources to support administrative services	2.0	\$164,264	(\$86,712)
Improve New Hire Dispatcher Retention	↑	Enhance recruitment and retention process of Communications Dispatchers	8.0	\$652,548	(\$235,670)
Upgrade Logging Recorder	↑	Eliminate need for additional logging recorder	—	—	\$100,000
Complete SVRCS Infrastructure Payment	↑	Completing infrastructure and implementing communications system	—	—	\$1,984,567
Replace Fitness Equipment	↑	Replace fitness equipment to improve physical and mental health of staff	—	—	\$20,000
Purchase Communications Service Monitor	↑	Improve efficiency when providing services to County agencies and department	—	—	\$53,750
Improve Emergency Call Data Analysis	↑	Improve capture and analysis of data	—	—	\$53,046

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



## ↑ Maintain and Optimize Operations

**Recommended Action:** Allocate one-time funds of \$559,096 and ongoing funds of \$149,520 to resources to optimize and maintain operations.

**Service Impact:** A comprehensive review of expense accounts, examining current costs and estimating anticipated expenses, determined additional appropriations are required to continue to provide current levels of services. The increase of one-time funds is mainly focused on the following: replacement of dispatcher chairs with specialized 24-hour rated ones, background investigation and other associated pre-employment costs that would increase next year when the number of dispatcher recruitments is expected to double, and technician training to comply with a labor contract requirements. The ongoing funding is primarily dedicated to equipment and services related to hiring dispatchers, appropriate tools for technical staff, training-related travel, and the services for antenna tower installations. In past years such costs were covered with transfers from salary savings.

**Ongoing Costs: \$149,521**  
**One-time Costs: \$559,096**

## ↑ Augment Administrative and Support Services Staff

**Recommended Action:** Add 1.0 FTE Senior Management Analyst position and 1.0 FTE Office Specialist III Clerical position, delete 2.0 FTE Senior Dispatcher positions in the Dispatch Support Services Division. Add 1.0 FTE Accountant II /Accountant/Auditor-Appraiser/Accountant Assistant position and 1.0 FTE Office Specialist III position in the Administrative/Fiscal Support Services Division.

**Service Impact:** The Senior Management Analyst will gather data and prepare reports of emergency event activity needed to comply with dispatching service agreements. In addition, the analyst would conduct complex data evaluation to develop and implement better data gathering methods and high level statistical analysis, which will serve as the basis for recommendations critical to operations, and ensure the information necessary for the department's proposed measures of success is available.

The Accountant II position would absorb the mid-level accounting day-to-day responsibilities currently assigned to the Administrative Services Manager II and

Senior Accountant. The first of the Office Specialist III positions would handle requests for copies of audio recordings of 911 telephone calls and radio transmissions, and document copies of associated dispatching activity. Due to the nature of these requests and requests for subpoenas and public records, the majority of which are from the District Attorney and other law enforcement agencies, these duties are more appropriate for an Office Specialist III classification than the Communications Dispatcher classification now assigned. The second Office Specialist III position's primary responsibility would be payroll record keeping, imperative in a department that is a 24-hour operation, unusual shifts, and numerous and uncommon pay differentials. This business model makes payroll timekeeping complicated and time-consuming. Additionally, the Office Specialist III would provide clerical support for handling facility access, reception duties, technical service order processing, procurement requisitioning and other administrative support functions.

**Net Positions Added: 2.0 FTE**  
**Positions Added: 4.0 FTE**  
**Positions Deleted: 2.0 FTE**  
**Ongoing Cost: \$164, 264**  
**One-time Savings: \$86,712**

Salary savings reflecting time for recruitment

## ↑ Improve New Hire Dispatcher Retention

**Recommended Action:** Add 8.0 FTE unclassified Communications Dispatcher I positions in the Dispatch Support Services Division.

**Service Impact:** Over the past several years, the County Communications Department, like other 911 centers, has been faced with the challenge of dealing with an unprecedented number of position vacancies, particularly in the dispatch program areas. This has resulted in mandated overtime for all dispatch personnel to provide adequate coverage of 911 call answer and radio dispatch.

Adding eight unclassified Communications Dispatcher I positions is one of the strategies aimed at improving recruitment and retention. Using unclassified positions

would allow for the typical 12-month probationary period to be extended up to 18 months. Allowing for circumstances where additional coaching, or one-on-one training, of trainees is deemed necessary. Additionally, the unclassified position allows the department the ability to hire new staff when retirements or other openings are expected. Allowing the department to pro-actively prepare for the 18-month training time required for new hires to reach journey level status.

**Positions Added: 8.0 FTE**  
**Ongoing Net Cost: \$416,878**  
**Ongoing Cost: \$707,111**

Salary savings reflecting time for recruitment: \$290,132

### ↑ Upgrade Logging Recorder

**Recommended Action:** Allocate one-time funds of \$100,000 to upgrade the logging recorder systems.

**Service Impact:** The current digital logging recording systems used to record emergency telephone calls and radio traffic is analog based. This would upgrade, the logging recording systems to session initiation protocol (SIP) operation. SIP is a communications signaling protocol used in the telecommunications industry to set up and control multimedia communication sessions such as voice over Internet protocol (VoIP) telephone calls, video calls and instant messaging.

SIP operation would eliminate the need for an additional logging recorder for the alternate 911 call answer site system. SIP is also useful for enabling future multimedia communications to be used for reporting emergencies.

**One-time Cost: \$100,000**

### ↑ Complete SVRCS Infrastructure Payment

**Recommended Action:** Allocate \$1,984,567 in One-time Funded Project funds for payment of the County's share of costs to complete construction of for the Silicon Valley Regional Communications System (SVRCS).

**Service Impact/Background:** Since 1998 the County has participated in local and regional efforts to achieve radio and data interoperability among public safety agencies. The County is a member of the Silicon Valley Regional Interoperability Authority (SVRIA), which

began a project to build the Silicon Valley Regional Communications System (SVRCS) in 2012, primarily using grant funds. The Cities of Santa Clara and Sunnyvale began using SVRCS for day-to-day radio operations in 2014. As grant funding became more difficult to obtain, and to expedite implementing the system, SVRCS users agreed to jointly fund the final stage of construction. On June 23, 2015, the Board of Supervisors approved an Memorandum of Understanding with SVRIA, committing to financial support for construction, operation and maintenance of the SVRCS. Further, the Board of Supervisors approved appropriations to the department's FY 15-16 and FY 16-17 budgets for final stage construction and implementation of the SVRCS. This allocation is the third and final installment for equipment and services to complete the infrastructure to fully implement the SVRCS.

**One-time Cost: \$1,984,567**

### ↑ Replace Fitness Equipment

**Recommended Action:** Allocate one-time funds of \$20,000 to replace equipment in the fitness room in the County Communications Center.

**Service Impact:** The fitness room was built and outfitted in 1994, and the fitness equipment needs to be replaced. Obtaining new equipment that reflects current trends in fitness training would benefit staff. Communications Dispatchers, whose work is especially stressful and who are restricted to the Dispatch Operations control room when on duty, benefit most if the fitness room equipment is updated and usable.

**One-time Cost: \$20,000**

### ↑ Purchase Communications Service Monitor

**Recommended Action:** Allocate one-time funds of \$53,750 to obtain a communications service monitor.

**Service Impact:** The communications service monitor is designed for aligning, testing, and servicing the new technology two-way radio equipment in use by County departments and other local government agencies. Currently, the Technical Services Division has only one similar test monitor, shared by technicians and engineering staff to maintain more than 1,000 radios.

The additional service monitor would improve efficiency when providing services to County agencies and departments.

**One-time Cost: \$53,750**

### ↑ Improve Emergency Call Data Analysis

**Recommended Action:** Allocate one-time funds of \$53,046 for data analytics integration services to improve emergency event data analysis capability in Dispatch Operations.

**Service Impact:** Currently the department does not have the ability to obtain data useful for meaningful analysis because of disparate telephone, radio and computer-aided dispatch systems. Data integration service would provide key analytics for monitoring employee performance, providing important emergency event information for stakeholders and ensuring the department can capture the data needed to calculate proposed FY 17-18 measures of success.

**One-time Cost: \$53,046**

## Communications Department— Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 15,589,145	\$ 19,742,195	\$ 19,097,852	\$ 26,133,322	\$ 6,391,127	32.4%
019002	Communications Tech Svcs Div Fund 0001	828,531	225,705	129,013	392,356	166,651	73.8%
<b>Total Net Expenditures</b>		<b>\$ 16,417,676</b>	<b>\$ 19,967,899</b>	<b>\$ 19,226,865</b>	<b>\$ 26,525,678</b>	<b>\$ 6,557,778</b>	<b>32.8%</b>

## Communications Department— Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 20,182,760	\$ 24,023,390	\$ 23,784,057	\$ 31,112,093	\$ 7,088,703	29.5%
019002	Communications Tech Svcs Div Fund 0001	2,329,499	2,265,262	2,252,835	2,516,178	250,916	11.1%
<b>Total Gross Expenditures</b>		<b>\$ 22,512,259</b>	<b>\$ 26,288,651</b>	<b>\$ 26,036,892</b>	<b>\$ 33,628,271</b>	<b>\$ 7,339,619</b>	<b>27.9%</b>

### Communications Department— Budget Unit 190 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 15,826,144	\$ 19,099,348	\$ 20,171,701	\$ 20,913,988	\$ 1,814,640	9.5%
Services And Supplies	6,686,115	7,189,303	5,865,191	12,660,533	5,471,229	76.1%
Fixed Assets	—	—	—	53,750	53,750	n/a
<b>Total Gross Expenditures</b>	<b>\$ 22,512,259</b>	<b>\$ 26,288,651</b>	<b>\$ 26,036,892</b>	<b>\$ 33,628,271</b>	<b>\$ 7,339,619</b>	<b>27.9%</b>
Expenditure Transfers	(6,094,583)	(6,320,752)	(6,810,027)	(7,102,593)	(781,841)	12.4%
<b>Total Net Expenditures</b>	<b>\$ 16,417,676</b>	<b>\$ 19,967,899</b>	<b>\$ 19,226,865</b>	<b>\$ 26,525,678</b>	<b>\$ 6,557,778</b>	<b>32.8%</b>

### Communications Department— Budget Unit 190 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 1,127,436	\$ 1,046,927	\$ 1,046,927	\$ 1,052,915	\$ 5,988	0.6%
019002	Communications Tech Svcs Div Fund 0001	133,099	149,849	149,849	149,849	—	—
	<b>Total Revenues</b>	<b>\$ 1,260,535</b>	<b>\$ 1,196,776</b>	<b>\$ 1,196,776</b>	<b>\$ 1,202,764</b>	<b>\$ 5,988</b>	<b>0.5%</b>

### Communications Department— Budget Unit 190 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 18,487	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Charges For Services	1,242,020	1,186,476	1,186,476	1,192,464	5,988	0.5%
Other Financing Sources	27	300	300	300	—	—
<b>Total Revenues</b>	<b>\$ 1,260,535</b>	<b>\$ 1,196,776</b>	<b>\$ 1,196,776</b>	<b>\$ 1,202,764</b>	<b>\$ 5,988</b>	<b>0.5%</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 2017 Approved Budget	113.0	\$ 19,742,195	\$ 1,046,927
Board Approved Adjustments During FY 2017	—	13,248	—
Cost to Maintain Current Program Services			



**Communications Dispatching/Admin Fund 0001 — Cost Center 2550**  
**Major Changes to the Budget**

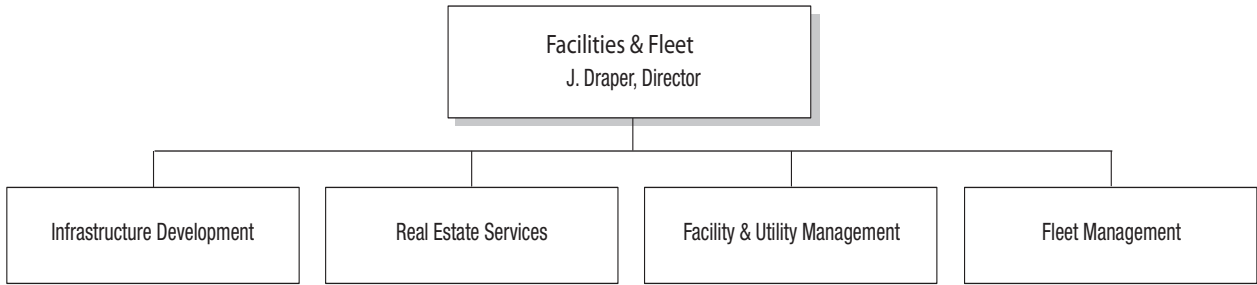
	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	255,319	—
IntraCounty Adjustments	—	629,528	—
Other Adjustments	—	(1,542,438)	—
<b>Subtotal (Current Level Budget)</b>	<b>113.0</b>	<b>\$ 19,097,852</b>	<b>\$ 1,046,927</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (195,954)	\$ —
Decision Packages			
190.1 Maintain and Optimize Operations	—	495,125	—
190.2 Augment Administrative and Support Services Staff	2.0	77,552	1,025
190.3 Improve New Hire Dispatcher Retention	8.0	707,010	4,963
190.4 Upgrade Logging Recorder	—	100,000	—
190.5 Complete SVRCS Infrastructure Payment	—	1,984,567	—
190.6 Replace Fitness Equipment	—	20,000	—
190.8 Improve Emergency Call Data Analysis	—	53,046	—
Reduce PERS by \$7M due to prepayment of UAL	—	(38,376)	—
Information Technology			
CADS Computer Aided Dispatch System Replacement	—	3,832,500	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>10.0</b>	<b>\$ 7,035,470</b>	<b>\$ 5,988</b>
<b>Recommended Budget</b>	<b>123.0</b>	<b>\$ 26,133,322</b>	<b>\$ 1,052,915</b>

**Communications Tech Svcs Div Fund 0001 — Cost Center 019002**  
**Major Changes to the Budget**

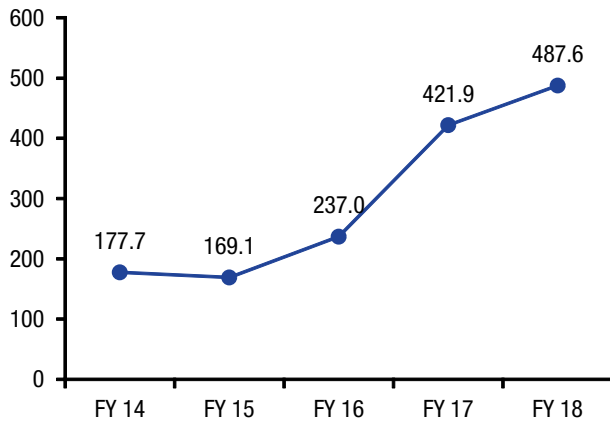
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	13.0	\$ 225,705	\$ 149,849
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,288	—
IntraCounty Adjustments	—	(160,991)	—
Other Adjustments	—	17,011	—
<b>Subtotal (Current Level Budget)</b>	<b>13.0</b>	<b>\$ 129,013</b>	<b>\$ 149,849</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
190.1 Maintain and Optimize Operations	—	213,492	—
190.7 Purchase Communications Service Monitor	—	53,750	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,899)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 263,343</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 392,356</b>	<b>\$ 149,849</b>



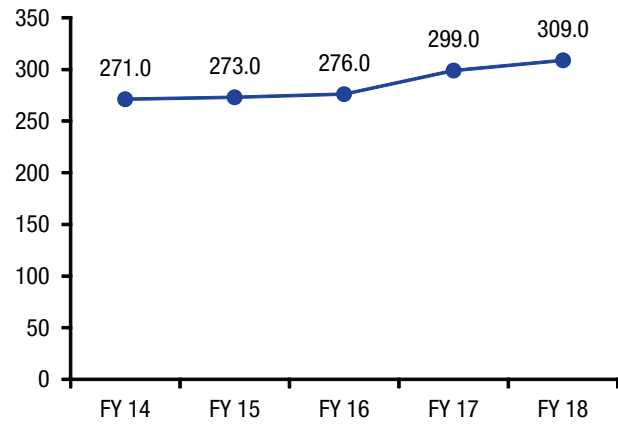
# Facilities and Fleet Department



Section 1: Finance and Government



**Gross Appropriation Trend**



**Staffing Trend**





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 roughly 6.5 million square feet of space in County-owned and leased facilities and over 1,600 vehicles to help County agencies serve the public.

### Facilities Management

The Facilities Management group is responsible for on-site day-to-day property management, inside and outside maintenance and repair, custodial services, grounds maintenance, and utility services for over 200 assigned County-owned properties providing nearly 5 million square feet of building space. The services are provided by a combination of in-house staff 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 rules requiring full cost recovery for service provided and the replacement of fleet assets through a

depreciation rate applied to each vehicle. In addition to County departments, FAF provides services to the Valley Transportation Agency, other local government agencies, and the California Highway Patrol.

### Infrastructure Planning and Development

The Infrastructure Planning and Development team provides strategic facility planning, real estate services, utilities conservation, and renewable energy development. This group also supports the County Executive's Administrative Space and Capital committees. The capital project management team is responsible for delivery of all funded and assigned capital, backlog, and energy generation and utility conservation projects. The bulk of the planning, design, and construction work is outsourced to professional architect and engineering firms and construction contractors. This group and its activities are funded through a variety of sources, including the General Fund, various County enterprise funds, and reimbursements from local, State, and Federal agencies. Construction projects are funded through a combination of the annual budget process, lease revenue bonds, and general obligation bonds.



## Real Estate and Asset Management Services

This group provides for property acquisition and disposal except for the Parks and Recreation Department, and the Roads and Airports. Department. It maintains the countywide inventory of all real estate assets. The group is also responsible for leasing property

for County use, as well as managing leases for others that occupy County property. The County's nearly 60 acquisition leases cost \$43 million per year and provide the County 1.5 million square feet of space, and the 20 revenue leases generate nearly \$1.5 million of revenue annually.

## Learning Organization

**Building FAF for Success:** Over the last few months, the Facilities and Fleet Department has embarked on a collaborative journey with the Center for Leadership and Transformation (CLT) and members of the County Executive's Office to maximize effectiveness and add value to all FAF services, increase collaboration among various units, and provide the tools to empower staff to make effective decisions. CLT provides employees with training in the areas of leadership, innovation, and transformation. It empowers teams to transform how the County operates and provides services by applying course concepts to real, pressing issues in departments countywide. CLT first started with the merger of the

Planning, Real Estate and Energy work units, then grew to the entire Facilities group and will further travel to the Fleet Department with phase two implementation.

To reach the desired outcomes, the CLT group compiled two surveys for internal and external stakeholders and created focus groups to work with different teams to identify areas that work well and areas that could use improvement. Results from the surveys identified key areas and processes that FAF intends to address with short-term and long-term goals for the department. Trend areas where improvements will be focused are internal and external communication, process management and project delivery streamlining, training and staff morale and resources.

## Measure of Success

**Greenness of Fleet:** The Facilities and Fleet Department (FAF) seeks to maximize the number of green vehicles in the County fleet to minimize greenhouse gas emissions and the County's carbon footprint. Greening of the fleet demonstrates customer value in that both County staff and the public would recognize the County's commitment to having less dependence on fossil fuels. This measure of success also aligns with the Board of Supervisors goal for 50 percent of the County

fleet to be alternatively fueled by FY 24-25. Additionally, meeting this goal will demonstrate County leadership in environmental sustainability. The Fleet is expected to be 18 percent green by the end of FY 16-17 and 23 percent green by the end of FY 17-18. The department will continue to collect and analyze this data via the Fleet Management System on its way to meeting the 2025 goal of 50 percent green.

Facilities and Fleet Department	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Measure of Success	Actual	Actual	Actual	Anticipated	Targeted
Greenness of Fleet	11.5%	11.7%	16.3%	18.3%	23.0%



## 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)
Augment Staff in Fiscal Division	↑	Increase fiscal capacity	1.0	\$135,282	(\$33,821)
Increase Utilities Budget	↑	Help meet the countywide demand for utility services	—	\$1,858,579	—
Coordinate Annual Facilities Manager Conference	↑	Improve communication with FAF and client departments	—	\$50,000	—
Add Chief of Construction Services Positions	↑	Expand staff resources for countywide construction activities	2.0	—	—
Add Staff for Capital Improvement Program	↑	Support long-term planning of countywide capital budget needs	3.0	\$404,847	(\$101,212)
Add Office Specialist III Position	↑	Enhance support for the countywide capital functions	1.0	—	—
Add Executive Assistant I Positions	↑	Provide increased support for departmental administrative functions	2.0	\$102,859	(\$25,715)
Add Management Analyst Positions	↑	Increase analytical capacity in the Capital and Fleet units	2.0	\$135,257	—
Countywide Lease Reserve	↑	Provide leased space for county departments	—	\$300,000	—
FY18-19 Fleet Acquisition	↑	Allow the County to procure vehicles on a more timely basis	—	—	—
Augment the Accumulated Capital Outlay Fund	↑	Enable the County to plan for, acquire, and maintain facilities	—	\$9,465,313	\$9,819,460
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Augment Staff in Fiscal Division

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

**Service Impact:** Funding and activity in the Real Estate, Utilities, and Building Operations areas have increased significantly, along with a near-tripling in the size of Capital and Backlog Project funding over the past three years. These factors have created a need for additional fiscal support regarding both the General Fund and Capital Fund activities. The Accountant III position will address the need to provide additional support for the growing facility functions and will also provide a measure of depth regarding the higher levels of the fiscal group.

The department will measure the effectiveness of the action via the fiscal audits conducted by various entities regarding department operations and compliance with County fiscal policies and governmental accounting standards.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$135,282**  
**One-time Savings: \$33,821**  
 Salary Savings reflecting time for recruitment

#### ↑ Increase Utilities Budget

**Recommended Action:** Allocate \$1,858,579 in ongoing funding to support countywide utility costs.

**Service Impact:** This adjustment brings the budget into line with recent expenditure trends and accounts for the net effect of rate increases and square footage changes. The water and sewer budgets both include a 10 percent rate increase; electricity, 5.65 percent;



municipals, 6.5 percent; and garbage, 3 percent. Natural gas assumptions, based on the Association of Bay Area Government and the Department of General Service forecasts, are expected to increase 2 percent.

**Ongoing Cost: \$1,858,579**

### ↑ Coordinate Annual Facilities Manager Conference

**Recommended Action:** Allocate \$50,000 in ongoing funding for the Annual Facilities Manager Conference.

**Service Impact:** The Annual Facilities Manager Conference will provide an opportunity for the managers from facilities throughout the County to gather as a group and receive training and guidance, along with meeting various FAF contacts from both the Real Estate Group and Building Operations. The county will benefit from this action by improving the process of communication between FAF and client departments. In addition to understanding how to request services, departments will become more aligned with the annual budget process when requesting resources for both minor and major projects.

**Ongoing Cost: \$50,000**

### ↑ Add Chief of Construction Services Positions

**Recommended Action:** Add 2.0 FTE Chief of Construction Services positions.

**Service Impact:** An additional Chief of Construction Services positions will allow the current Chief of Construction Services to focus on the management and technical aspects of non-jail capital projects and contract quality assurance.

The increase in the Backlog Projects Program - which grew 40 percent last year - coupled with the increase in jail-related projects, has created the need for the additional Chief of Construction Services positions. As a

result, one of the new positions will focus solely on jail capital projects, while the other position will support the Backlog Projects Program.

**Positions Added: 2.0 FTE**

**Ongoing Net Cost: \$0**

**Ongoing Cost: \$423,050**

Ongoing Reimbursement from Fund 50 Capital Projects: \$423,050

### ↑ Add Staff for Capital Improvement Program

**Recommended Action:** Add 1.0 FTE Assistant Planner, 1.0 FTE Associate Planner, and 1.0 FTE Program Manager I positions as part of the countywide budget submission relating to the Capital Improvement Program.

**Service Impact:**

- The Assistant Planner and Associate Planner positions will coordinate service model and operational planning needs throughout the County, including projects relating to all General Fund departments and Health and Human Services. These positions will develop and maintain a 10-year horizon of capital projects in collaboration with capital stakeholders, entailing budget and financing needs, capacity constraints, and overall strategic prioritization.
- The Program Manager I position will coordinate the Transportation Demand Management program and employee commute related initiatives, such as the Eco Pass, Bicycle Locker, and Rideshare and Carpool matching programs. As the Civic Center project intensifies and consolidates services to the north of Hedding Street, implementing effective and efficient parking and commute management strategies becomes increasingly important to reduce the cost to build new County parking structures, discourage single-occupancy trips, minimize traffic problems, and achieve sustainability goals.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$404,847**

**One-Time Savings: \$101,212**

Salary Savings reflecting time for recruitment

### ↑ Add Office Specialist III Position

**Recommended Action:** Add 1.0 FTE Office Specialist III position.

**Service Impact:** The Fund 50 budget, which includes both Backlog and Capital Projects, has increased significantly, with a corresponding increase in the demand for support staff. Currently, these tasks, including scheduling field inspections and obtaining security clearances for consultants and contractors, are currently being performed by Project Managers. The addition of the Office Specialist III position would enable Project Managers to focus on the managerial and technical aspects of their projects.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost: \$88,551  
Ongoing Reimbursement from Fund 50 Capital Projects: \$88,551

### ↑ Add Executive Assistant I Positions

**Recommended Action:** Add 2.0 FTE Executive Assistant I/Administrative Assistant alternately staffed positions.

**Service Impact:** Given the increase in capital, building operations, and real estate activities throughout the County, the Department needs adequate administrative support. The two additional Executive Assistants will serve both the Capital Division within FAF as well as the General Fund operations, specifically the Sustainability, Planning, Utilities, Real Estate (SPUR) Group and the Building Operations division.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$102,859**  
**One-time Savings: \$25,715**

Ongoing Cost: \$205,718  
Ongoing Reimbursement from Fund 50 Capital Projects: \$102,859  
Salary Savings reflecting time for recruitment

### ↑ Add Management Analyst Positions

**Recommended Action:** Add 2.0 FTE Associate Management Analyst/Management Analyst alternately staffed positions.

**Service Impact:** One analyst will be added to the Capital Programs Unit to support the increased demand for support services such as tracking construction contract capacities, assisting with project timeline projections, and analyzing project budgets. The second analyst, added to the Fleet Department, will report on Fleet readiness, improve efficiency for developing and

tracking Fleet greenness metrics, track day-to-day fleet acquisitions and disposals, and perform other various tasks.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$135,257**  
**Ongoing Cost: \$270,514**

Ongoing Reimbursement from Fund 50 Capital Projects: \$135,257

### ↑ Countywide Lease Reserve

**Recommended Action:** Allocate \$300,000 in ongoing funding to fund countywide leases.

**Service Impact:** Given the growing County organization and the shortage of County owned property, the County needs to find leased buildings for County departments and services. This lease reserve will function to support the need for space countywide.

**Ongoing Cost: \$300,000**

### ↑ Add FY18-19 Fleet Acquisition

**Recommended Action:** Allocate \$1,000,000 in one-time funding to allow for the timely purchase of FY 18-19 replacement vehicles.

**Service Impact:** Funding the next fiscal year vehicle purchases will allow FAF to develop specifications and competitively solicit vehicles in the first quarter of FY 17-18, guaranteeing original equipment manufacturer timelines that would put vehicles into service in the first quarter of FY 18-19. This approval would 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 18-19, reducing the risks to over-or under-charge County departments. In addition, the funding will enable Fleet to continue purchasing green vehicles as part of its on-going effort to have that genre of vehicle comprise 50 percent of the total fleet by 2025.

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

The one-time cost of \$1,000,000 is offset by a transfer in from the General Fund

## ↑ Augment the Accumulated Capital Outlay Fund

**Recommended Action:** Allocate \$9,465,313 in ongoing funding and \$9,819,460 in one-time funding to the Accumulated Capital Outlay Fund.

**Service Impact:** This recommendation will establish an ongoing transfer from the general fund to the Accumulated Capital Outlay (ACO) fund based on facility depreciation expenses. As a dedicated funding source for the long-term Capital Improvement Plan, the ACO will enable the County to plan for, acquire, and

maintain facilities to meet County operational needs. As facility depreciation changes in future years, so will the ongoing appropriation to the ACO.

During the FY 16-17 Mid-Year budget process, the Board of Supervisors approved the one-time action of \$9,819,460 to be used as seed money for the new ACO fund.

**Ongoing Cost: \$9,465,313**  
**One-time Cost: \$9,819,460**

## Fiscal Year 17 - 18 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the FY 17-18 Capital Budget in September 2016 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. The Administrative Capital Committee met monthly from September 2016 to April 2017 to establish funding priorities. These priorities will be presented to the Finance and Government Operations Committee meeting on May 11, 2017.

## County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$163,200,000 for FY 17-18 capital projects. Of this total, \$17,750,000 will be set aside in the Accumulated Capital Outlay fund, pending Fund 50 capital project identification.

### FY17-18 Recommended Capital Projects

New General-Funded Projects	Amount
FY 17-18 Backlog Maintenance	\$7,000,000
FY 17-18 Energy Reserve	\$5,000,000
FY 17-18 Security Reserve	\$2,000,000
FY 18-19 Capital Planning	\$500,000
FY 18-19 Capital Plan Cost Estimate	\$100,000
South County Animal Shelter - Construction	\$26,000,000
The Hub Community Center - Tenant Improvements	\$4,000,000
ADA Program for all Buildings	\$1,500,000
Power Distribution System Replacement Project for Civic Center	\$2,500,000
Clerk-Recorder's Office - Relocation	\$1,500,000
Health and Hospital System - Service Model and Operational Plan	\$1,000,000

### FY17-18 Recommended Capital Projects

New General-Funded Projects	Amount
Valley Medical Center Burn Unit Upgrade	\$2,900,000
Valley Health Center - Gilroy Urgent Care	\$5,000,000
Valley Medical Center - Campus Infrastructure	\$17,500,000
Demolition City Hall Annex	\$4,100,000
East Wing Restroom Improvements	\$200,000
Elmwood Complex - Service Model and Operational Plan	\$500,000
Elmwood Complex - Harden West Gate Officer Station and Lobby X-Ray Area	\$1,100,000
Santa Clara County Justice Training Center - Emergency Vehicle Operations Center (EVOC)	\$7,000,000
Employee Services Agency - Floor Reconfiguration	\$2,500,000
Security Assessment for East and West Wing	\$200,000
Security Assessment and Implementation at Behavioral Health Services Sites	\$500,000
West Wing 5th Floor Reconfiguration	\$200,000
Distributed Generation SCADA System	\$750,000
Juvenile Probation Building Structural Analysis and Security Upgrade	\$100,000



**FY17-18 Recommended Capital Projects**

<b>New General-Funded Projects</b>	<b>Amount</b>
Administrative Office Building (AOB) 1 - Renovation	\$1,500,000
Civic Center Master Plan	\$10,000,000
Fairgrounds Development Plan	\$750,000
New Jail Facility Design	\$18,000,000
Elmwood Complex - Kitchen Exhaust	\$150,000
Elmwood Facility - W4C Medical Exam Room	\$200,000
Medical Examiner-Coroner, Office Expansion	\$200,000
Main Jail ADA Repairs	\$3,000,000
Winter Shelter Modular Relocation	\$200,000
Acquire Credit Union Building and Renovation	\$12,500,000
Programming Design RAIC East Valley	\$1,000,000
Holden Ranch Parking Lot	\$100,000
Valley Medical Center - Women and Children's Center	\$4,000,000
10th Floor Renovations	\$200,000
<b>Subtotal: Fund 50 Capital Projects</b>	<b>\$145,450,000</b>
<b>Subtotal: Projects in Accumulated Capital Outlay Fund</b>	<b>\$17,750,000</b>
<b>Grand Total of FY 17-18 Recommended Capital Projects</b>	<b>\$163,200,000</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 \$37 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 17-18, equipment or structures fail unexpectedly, such failures may take precedence over the projects on this list.

**FY 17-18 General Fund – Backlog/Deferred Maintenance Projects**

<b>Project Description</b>	<b>Budget</b>
Replace Outdated Hedding and JH Wireless Schlage Locks	\$110,000
<b>Total</b>	<b>\$7,000,000</b>

**FY 17-18 General Fund – Backlog/Deferred Maintenance Projects**

<b>Project Description</b>	<b>Budget</b>
Install East Wing Elevator Vestibule Prototype (EC)	\$75,000
Re-carpet West Wing 5th Floor	\$200,000
Re-paint West Wing 5th Floor	\$100,000
Re-paint Sheriff Dept 3rd Floor	\$100,000
Repair Sam Della Maggiore Fan Coils	\$150,000
Repair CC-Berger 1 HVAC Recoil and Reheat	\$40,000
Re-paint Berger 2 2nd Floor	\$200,000
Repair and Re-carpet Juvenile Hall First Floor Phase 2	\$400,000
Re-carpet West Wing 4th Floor	\$200,000
Re-paint West Wing 4th Floor	\$100,000
Repair West Wing 1st Floor Restrooms	\$100,000
Re-paint VHC Tully 1st Floor	\$150,000
Replace Berger 1 Floor/Carpet	\$250,000
Clean Berger 2 HVAC Ducts	\$80,000
Re-paint Berger 2 - 1st Floor	\$150,000
Replace Berger 2 - 1st Floor Carpet/Floor	\$250,000
Clean County Wide HVAC Ducts	\$75,000
Replace Windows Barracks 12 and 13	\$70,000
Replace Elmwood W2 HVAC Unit 2/3	\$250,000
Reseal Berger Parking Lot	\$400,000
Install Exterior Double Glazing (tinted) at Elevator Shaft	\$200,000
Re-carpet CCOB-Hedding 2nd Floor	\$200,000
Re-carpet CCOB-Hedding 1st Floor	\$200,000
Re-carpet CCOB-Hedding 3rd Floor	\$200,000
Re-carpet CCOB-Hedding 7th Floor Phase 1	\$150,000
Re-carpet CCOB-Hedding 7th Floor Phase 2	\$150,000
Replace Roof - West Wing	\$200,000
Replace Roof at County Comm Receiver Bldg	\$50,000
Repaint VHC Lenzen 2nd Floor	\$150,000
Evaluate Rooftop Equipment at 2310 and 1314 N. 1st St.	\$85,000
Repair Wright Center HVAC	\$50,000
Install Weed Abatement at CC-Berger Complex	\$15,000
Repaint Berger 2 2nd Floor	\$150,000
Construct Separate Access to JH Basement Fire Alarm Panel	\$100,000
Re-paint and re-carpet Juvenile Hall 3rd Floor	\$600,000
Refinish Juvenile Hall 4 Story Exterior Wall	\$500,000
Replace Roof - Probation Office	\$150,000
Re-paint 2 Dorm Pods and refinish interior door finishes	\$150,000
Waterproof Exterior - Juvenile Hall Phase 2	\$250,000
Housing	
<b>Total</b>	<b>\$7,000,000</b>



### **FY 17-18 Energy Reserve**

This recommendation is to provide one-time funding for energy-specific projects throughout the County.

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

### **FY 17-18 Security Reserve**

This recommendation provides one-time funding for security-related projects throughout the County.

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

### **FY 18-19 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. In addition, this allocation also allows the Department to respond to assessments and other studies that need to be done during the year to prepare future capital projects.

**One-time Cost: \$500,000**

### **FY 18-19 Capital Plan Cost Estimating**

This recommendation provides one-time funding to develop cost estimates for projects considered during the Capital Budget Plan process. Funding is necessary to develop cost estimates to ascertain the total cost of projects so that sufficient funds will be available.

**One-time Cost: \$100,000**

### **South County Animal Shelter - Construction**

This recommendation will provide funding to construct 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 inhibit the safe care for animal species.

**One-time Cost: \$26,000,000**

### **The Hub Community Center - Tenant Improvements**

The Hub is a youth-led and organized community center dedicated to supporting current and former foster youth ages 15 to 24. Currently, the Hub is housed in a leased facility at 591 King Road. The County is

identifying a replacement Hub facility. When acquired, this recommendation will provide funding for tenant improvements.

**One-time Cost: \$4,000,000**

### **ADA Program for all Buildings**

This recommendation will provide countywide funding for capital improvements for compliance with the Americans with Disabilities Act (ADA).

**One-time Cost: \$1,500,000**

### **Power Distribution System Replacement for Civic Center**

This recommendation will provide one-time funding to develop alternative power sources for 70 West Hedding building, as the current electrical power is provided through the 55 Younger building.

**One-time Cost: \$2,500,000**

### **Clerk-Recorder's Office - Relocation**

Over 500 people visit the Clerk-Recorder's office daily to obtain, record, research, or file various types of records. As a result, the Department needs a space that can accommodate the growth in operations and to consolidate assets and services in one location. This recommendation provides funding for relocation costs. Funding for a new building lease or acquisition will be identified after a new site is determined.

**One-time Cost: \$1,500,000**

### **Health and Hospital System - Service Model and Operational Plan**

This recommendation will enable all departments under the Health and Hospital System (HHS) to undergo a service model and operational plan to provide a cohesive look at HHS departments. These departments include the following: Valley Medical Center, Public Health, Behavioral Health Services, and Community Health. The last Strategic Business and Facilities Plan for HHS was developed more than 15 years ago. Given the changes in health care, the service model and operational plan will provide information to strategically evaluate future services and facilities planning.

**One-time Cost: \$1,000,000**



### Valley Medical Center - Burn Unit Upgrade

The current SCVMC Regional Burn Center is one of only 60 verified burn centers in the United States, as designated by the American Burn Association and American College of Surgeons. The current center was designed and constructed in the mid-1980s and is outdated. To continue to obtain burn center verification, an expanded, redesigned, state of the art burn center is needed.

**One-time Cost: \$2,900,000**

### Valley Health Center - Gilroy Urgent Care

The demand for urgent and primary care capacity at Gilroy has increased significantly and the facility needs to be updated to reflect changes in technology and services. This project uses space vacated by Medical Records and rearranges functions at VHC Gilroy to create an Urgent Care Department within the existing building. The project has been designed and permitted through the County Building Department. This recommendation will allow for the bidding, award, and construction of the new Urgent Care Department. This project will be funded with 2012 Measure A revenue.

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

### Valley Medical Center - Campus Infrastructure

This recommendation provides funds to re-build the outdoor environment at the VMC campus. After nearly 10 years of construction at the campus, many of the roads and sidewalks are at the end of their useful life and need replacement. Further, many trees were removed as part of the construction and need to be replaced. Also, with the new Emergency Department expansion project, the general vehicle movement on campus was reviewed to develop a safer, more logical flow for vehicular access. Given all of this, an evaluation of the campus was conducted to review not only the hardscape surfaces, but also lighting for night safety and landscaping for water conservation. The design for these improvements has been developed and this project will create a safer environment for patients, visitors, and staff.

**One-time Cost: \$17,500,000**

### Demolition of City Hall Annex

As part of the Civic Center Master Plan, the annex portion of the old San Jose City Hall building must be demolished. The open area will provide additional construction space for the Civic Center and New Jail projects.

**One-time Cost: \$4,100,000**

### East Wing Restroom Improvements

Currently, administration is seeking consultant services for a feasibility study to determine options of providing additional restrooms at 70 West Hedding. This funding allocation will support proposed recommendations from the study, including replacing signage for existing single-user restrooms to ensure universal access for all genders.

**One-time Cost: \$200,000**

### Elmwood Complex- Service Model and Operational Plan

Given the construction of the New Jail and ongoing operational changes due to jail diversion and other initiatives, this funding is recommended to provide a comprehensive service model and operational plan for the Elmwood Complex. Since its been over ten years since the last Elmwood Master Plan was completed and there are difficult operational needs, it is necessary to update this information to ensure that the County is planning ahead for future housing, programming, treatment, and operational needs at Elmwood.

**One-time Cost: \$500,000**

### Elmwood Complex - Harden West Gate Officer Station and Lobby X-Ray Area

This project is necessary to maintain security and control of the Elmwood Complex as the West Gate is the primary ingress and egress of the facility. Specifically, the current layout provides for an unsecured area of control to the entrance of the Elmwood Correctional Complex and various measures need to be taken to ensure safety for all.

**One-time Cost: \$1,100,000**



### **Santa Clara County Justice Training Center - Emergency Vehicle Operations Center (EVOC)**

Construct an EVOC at the Holden Ranch location. This recommendation relocates the EVOC from its current location at the Richey Training Center to the Holden Ranch location. Once completed, the EVOC will serve as a regional training facility for local law enforcement, fire, and EMS agencies.

**One-time Cost: \$7,000,000**

### **Employee Services Agency - Floor Reconfiguration**

This recommendation will provide funding to renovate the eighth floor of 70 West Hedding Street. Currently, the department is assessing current space utilization, security, and privacy concerns to determine the appropriate floor plan that will maximize operational effectiveness and create additional work space for expanding staff.

**One-time Cost: \$2,500,000**

### **Security Assessments for East and West Wing**

This recommendation will fund a security assessment for the east and west wings of 70 West Hedding. Once specific capital projects are identified, funding from the FY 17-18 Security Reserve would be allocated to specific security enhancement projects.

**One-time Cost: \$200,000**

### **Security Assessment and Implementation at Behavioral Health Services Sites**

The Department of Behavioral Health Services encompasses many Mental Health and Substance Use Treatment Services sites. To provide security to both patients and staff, security assessments and implementation of those assessments, is needed. This recommendation will provide funding for eight targeted sites to implement various security enhancements.

**One-time Cost: \$500,000**

### **West Wing 5th Floor Reconfiguration**

This recommendation will re-purpose a current storage and file room into collaborative office space, enabling teams of attorneys, paralegals, investigators, and support staff to work together in a cohesive environment.

**One-time Cost: \$200,000**

### **Distribution Generation SCADA System**

This recommendation will provide funding to install a supervisory control and data acquisition (SCADA) system to connect and manage all County distributed generation (DG) investments. Currently, the County has over 20 megawatts of renewable and clean DG systems, each with limited monitoring and reporting systems. Given the limited capabilities, system failures go undetected which can cause loss of energy production and economic returns.

**One-time Cost: \$750,000**

### **Juvenile Probation Building Structural Analysis and Security Upgrade**

The Juvenile Justice Center located at 840 Guadalupe Parkway is a multi-use facility housing Juvenile Probation Services, three Superior Court rooms, and offices for the District Attorney, and the Public Defender. The building is 40 years old and a comprehensive structural security analysis is needed. This recommendation will provide funding for the assessment.

**One-time Cost: \$100,000**

### **Administrative Office Building (AOB) 1 - Renovation**

This recommendation provides funding to begin the improvements needed for the existing Administrative Office Building on the Valley Medical Center campus, which has not been renovated since construction 10 years ago. With the activation of the Services Building Replacement, the near activation of the Sobrato Pavilion, and the addition of several hundred staff over the last fiscal years, several administrative changes and moves are needed.

**One-time Cost: \$1,500,000**

## Augmentations to Existing Capital Projects

The funding for the following capital projects will augment existing appropriation.

**Civic Center Master Plan:** A refined Master Plan concept brought to the Board of Supervisors in March 2017 envisioned a Civic Center with an active urban character created through density, street experience, and variety. The concept is consistent with the Board-approved Guiding Principles while also creating a Civic Center that incorporates sound planning principles and considers the latest planning trends, including place-making, creation of a flexible development framework, enhancement of the Civic Center as a community asset, an exceptional user experience, and emphasis on walkability, sustainability and resiliency.

This recommendation funds a portion of schematic design work. An additional \$11.5 million in Civic Center Plan reserve is also recommended for completing schematic design work after the Board of Supervisors is apprised of progress in Fall.

Should the Board of Supervisors decide to move ahead with the project with adequate financing, the design team anticipates completing the initial phases of design, schematic design, and design development in a year, followed by another year of construction documents, depending on how the project is financed and the phases of construction proceed.

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

**Fairgrounds Development Plan:** This fiscal year, the administration and the Board will continue the process of planning the future of the County Fairgrounds by working with a consultant team to review responses to its request for proposals (RFP) issued in December 2016. The purpose of the RFP was to solicit responses from qualified business operators and investors who are interested and can assist the County in developing the 150-acre Fairgrounds into a high-quality, vibrant community and regional gathering place focused on providing active and passive recreational opportunities for the County's residents and visitors. Additional funding is needed to continue this process.

**One-time Cost: \$750,000**

**New Jail Facility Design** This recommendation adds \$18 million to the \$36 million allocated in previous fiscal years. To keep the new jail project on track with its

aggressive timeline for design and construction, this funding is essential to ensure appropriate funding is budgeted for design, construction management, project management, and initial construction costs incurred during FY 17-18, and other related efforts.

**One-time Cost: \$18,000,000**

**Elmwood Complex - Kitchen Exhaust:** In FY 16-17 funding was allocated to replace the Elmwood kitchen exhaust system. The new exhaust system will provide Elmwood Food Services with better safety and health conditions and will allow the Department greater flexibility to prepare various types of meals. Additional funding is needed to complete this project.

**One-time Cost: \$150,000**

**Elmwood Complex - W4C Medical Exam Room:** In FY 16-17 funding was allocated to create a medical examination room at Elmwood in unit W4C to allow high security women inmates to remain in their housing unit to receive medical care. Additional funding is needed to complete this project.

**One-time Cost: \$200,000**

**Medical Examiner-Coroner, Office Expansion:** This proposal will complete renovations to the existing Medical Examiner-Coroner's office to provide sufficient space for the medical examiner-coroner investigators.

**One-time Cost: \$200,000**

**Main Jail ADA Repairs:** In FY 16-17 funding was allocated for various American with Disabilities Act (ADA) modifications for the Main Jail and the Elmwood Complex. To ensure compliance with all ADA-related requirements, additional funding is needed to support the recommendations from current and ongoing expert evaluations and assessments.

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

**Winter Shelter Modular Relocation:** This recommendation provides the additional funding to relocate the modular unit from Hamlin Court to Holden Ranch, and to provide utility capabilities for future usage as the Sheriff's Office training classrooms.

**One-time Cost: \$200,000**

**Acquire Credit Union Building and Renovation:** In FY 16-17 the County acquired the Santa Clara County Federal Credit Union building at 852 North First Street to accommodate the restructure of the County's Collections Departments into one unified Department of Tax and Collections. This request will fund needed renovations and tenant improvements.

**One-time Cost: \$12,500,000**

**Programming Design RAIC East Valley:** Santa Clara Valley Health and Hospital System (SCVHHS) has completed the Master Plan for the East Valley Clinic campus, in concert with other departments, including Behavioral Health, Public Health, and Department of Family and Children's Services. This recommendation will augment existing funding to conduct the design of the proposed center for Family Services with a joint use Receiving and Intake Center and Children's Services building at the East Valley site. Once design has been finalized, the center will include programs, such as pediatrics, ambulatory, Receiving and Intake Center and Community Health Services.

**One-time Cost: \$1,000,000**

**Holden Ranch Parking Lot:** In FY 16-17, design and construction for the parking lot at the Holden Ranch Sheriff's and Probation Departments' Training Academy commenced. On completion, this project will include standard and handicap parking stalls for existing and future training functions. The new parking lot includes a canopy-mounted solar photovoltaic system previously installed in FY 16-17. More funding is necessary to complete the project.

**One-time Cost: \$100,000**

**Valley Medical Center - Women and Children's Center:** In FY 16-17, funds were provided to design a new Women and Children's Center at the Main Hospital on the SCVMC campus. On activation of the new Bed Building 1 as part of the Seismic Safety Project, the bed inventory at SCVMC will be distributed and will create available space on the fourth floor of the Main Hospital building to accommodate a relocation and consolidation of the maternity department. Funds are needed to continue design and construction efforts.

**One-time Cost: \$4,000,000**

**10th Floor Renovations:** In FY 16-17, renovations to the 10th Floor of 70 West Hedding Street were conducted. To complete the next phase, additional appropriation is needed.

**One-time Cost: \$200,000**

### Capital Projects with Funding in County Reserves

This recommended budget action includes reserve allocations for capital projects that require detailed determination of project cost and components at a future time.

- Elmwood Complex - ADA Improvements - \$4,750,000
- Civic Center Master Plan Reserve - \$11,500,000
- Tuberculosis Clinic Relocation and Tenant Improvements - \$1,500,000

In FY 17-18, once details on specific project allocations are determined, funds will be moved from Accumulated Capital Outlay fund to a specific Fund 50 capital project on approval by the Board of Supervisors to transfer project funding.

**One-time Cost: \$17,750,000**

### Facilities Department— Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2307	Renewables for Revenue - Fund 0531	\$ —	\$ —	\$ 2,507,206	\$ 2,507,206	\$ 2,507,206	n/a
2309	FAC Utilities Fund 0001	16,462,246	15,468,352	14,954,750	16,813,178	1,344,826	8.7%
2315	Court Facility Payments Fund 0001	8,890,301	9,060,966	9,060,966	9,060,966	—	—
026301	Facilities Admin Fund 0001	3,478,957	17,888,905	18,113,241	18,345,806	456,901	2.6%
026302	Capital Programs Division	150,688,986	267,782,538	89,510	328,020,756	60,238,218	22.5%
026303	Property Management Fund 0001	1,982,375	1,650,465	(328,907)	273,788	(1,376,676)	-83.4%
026304	Building Operations-Fund 0001	28,916,803	29,497,238	30,735,172	30,735,109	1,237,871	4.2%
<b>Total Net Expenditures</b>		<b>\$ 210,419,668</b>	<b>\$ 341,348,464</b>	<b>\$ 75,131,939</b>	<b>\$ 405,756,810</b>	<b>\$ 64,408,346</b>	<b>18.9%</b>

### Facilities Department— Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2307	Renewables for Revenue - Fund 0531	\$ —	\$ —	\$ 2,507,206	\$ 2,507,206	\$ 2,507,206	n/a
2309	FAC Utilities Fund 0001	16,519,827	15,481,352	15,023,250	16,881,678	1,400,326	9.0%
2315	Court Facility Payments Fund 0001	8,890,301	9,060,966	9,060,966	9,060,966	—	—
026301	Facilities Admin Fund 0001	4,428,957	18,943,541	19,063,241	19,295,806	352,265	1.9%
026302	Capital Programs Division	153,559,474	271,993,127	4,054,310	332,735,273	60,742,145	22.3%
026303	Property Management Fund 0001	42,344,910	44,058,867	44,148,761	44,751,456	692,589	1.6%
026304	Building Operations-Fund 0001	33,880,912	36,542,063	36,862,180	36,862,117	320,054	0.9%
<b>Total Gross Expenditures</b>		<b>\$ 259,624,381</b>	<b>\$ 396,079,917</b>	<b>\$ 130,719,914</b>	<b>\$ 462,094,502</b>	<b>\$ 66,014,585</b>	<b>16.7%</b>

### Facilities Department— Budget Unit 263 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 29,039,815	\$ 33,752,478	\$ 34,302,437	\$ 35,464,709	\$ 1,712,231	5.1%
Services And Supplies	77,941,001	79,018,721	82,080,477	84,058,020	5,039,299	6.4%
Fixed Assets	61,770,841	135,370,241	—	145,450,000	10,079,759	7.4%



### Facilities Department— Budget Unit 263 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Operating/Equity Transfers	90,872,724	133,672,405	100,000	182,584,773	48,912,368	36.6%
Reserves	—	14,266,072	14,237,000	14,537,000	270,928	1.9%
<b>Total Gross Expenditures</b>	<b>\$ 259,624,381</b>	<b>\$ 396,079,917</b>	<b>\$ 130,719,914</b>	<b>\$ 462,094,502</b>	<b>\$ 66,014,585</b>	<b>16.7%</b>
Expenditure Transfers	(49,204,712)	(54,731,454)	(55,587,975)	(56,337,692)	(1,606,239)	2.9%
<b>Total Net Expenditures</b>	<b>\$ 210,419,668</b>	<b>\$ 341,348,464</b>	<b>\$ 75,131,939</b>	<b>\$ 405,756,810</b>	<b>\$ 64,408,346</b>	<b>18.9%</b>

### Facilities Department— Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2307	Renewables for Revenue - Fund 0531	\$ —	\$ —	\$ 2,507,206	\$ 2,507,206	\$ 2,507,206	n/a
2309	FAC Utilities Fund 0001	1,336,315	1,144,964	220,000	220,000	(924,964)	-80.8%
026301	Facilities Admin Fund 0001	40,362	21,090	20,090	20,090	(1,000)	-4.7%
026302	Capital Programs Division	131,261,255	135,186,568	—	145,450,000	10,263,432	7.6%
026303	Property Management Fund 0001	3,084,732	2,432,312	2,657,933	2,657,933	225,622	9.3%
026304	Building Operations-Fund 0001	293,083	400,000	400,000	400,000	—	—
<b>Total Revenues</b>		<b>\$ 136,015,747</b>	<b>\$ 139,184,933</b>	<b>\$ 5,805,229</b>	<b>\$ 151,255,229</b>	<b>\$ 12,070,296</b>	<b>8.7%</b>

### Facilities Department— Budget Unit 263 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 1,513,035	\$ 1,499,416	\$ 1,724,037	\$ 1,724,037	\$ 224,622	15.0%
Other Financing Sources	125,129,428	137,390,485	3,786,159	149,236,159	11,845,674	8.6%
Revenue From Use Of Money/Property	565,066	295,033	295,033	295,033	—	—
Revenue From Other Government Agencies	8,808,218	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 136,015,747</b>	<b>\$ 139,184,933</b>	<b>\$ 5,805,229</b>	<b>\$ 151,255,229</b>	<b>\$ 12,070,296</b>	<b>8.7%</b>



## Renewables for Revenue - Fund 0531 — Cost Center 2307

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0531-Energy Renewables for Revenue (Fund Number 0531)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2017	—	2,507,206	2,507,206
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>2,507,206 \$</b>	<b>2,507,206</b>
<b>Recommended Changes for FY 2018</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>2,507,206 \$</b>	<b>2,507,206</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 2017 Approved Budget	3.0 \$	15,468,352 \$	1,144,964
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	9,816	—
IntraCounty Adjustments	—	(923,534)	—
Other Adjustments	—	400,116	(924,964)
<b>Subtotal (Current Level Budget)</b>	<b>3.0 \$</b>	<b>14,954,750 \$</b>	<b>220,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	917 \$	—
Decision Packages			
263.2 Increase Utilities Budget	—	1,858,579	—
Reduce PERS by \$7M due to prepayment of UAL	—	(1,068)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>1,858,428 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>3.0 \$</b>	<b>16,813,178 \$</b>	<b>220,000</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 2017 Approved Budget	—	\$ 9,060,966	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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 2018</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 2017 Approved Budget	30.0	\$ 17,888,905	\$ 21,090
Board Approved Adjustments During FY 2017	1.0	25,321	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,285	—
IntraCounty Adjustments	—	55,337	—
Other Adjustments	—	135,393	(1,000)
<b>Subtotal (Current Level Budget)</b>	<b>31.0</b>	<b>\$ 18,113,241</b>	<b>\$ 20,090</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 12,167	\$ —
Decision Packages			
263.1 Add Accountant III	1.0	101,461	—
Reduce PERS by \$7M due to prepayment of UAL	—	(8,207)	—
263.4 Fund Annual Facilities Manager Conference	—	50,000	—
263.8 Add Administrative Assistant/Executive Assistant I	1.0	77,144	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 232,565</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>33.0</b>	<b>\$ 18,345,806</b>	<b>\$ 20,090</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 2017 Approved Budget	20.0	\$ 132,635,097	\$ —
Board Approved Adjustments During FY 2017	-2.0	(353,398)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	251,926	—
IntraCounty Adjustments	—	37,526	—
Other Adjustments	—	(132,481,641)	—
<b>Subtotal (Current Level Budget)</b>	<b>18.0</b>	<b>\$ 89,510</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 182,489,219	\$ —
Decision Packages			
263.5 Add Chief of Construction Services	1.0	—	—
263.6 Add Office Specialist III	1.0	—	—
263.7 Add Administrative Assistant/Executive Assistant I	1.0	—	—
263.9 Add Chief of Construction Services	1.0	—	—
263.10 Add Associate Management Analyst/Management Analyst	1.0	—	—
Reduce PERS by \$7M due to prepayment of UAL	—	(7,973)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 182,481,246</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>23.0</b>	<b>\$ 182,570,756</b>	<b>\$ —</b>
<b>0050-General Capital Improvements (Fund Number 0050)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 135,147,441	\$ 135,186,568
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(135,147,441)	(135,186,568)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 0</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ 145,450,000
Decision Packages			
Information Technology			
Capital			
FAF CIP FY 17-18	—	145,450,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 145,450,000</b>	<b>\$ 145,450,000</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 145,450,000</b>	<b>\$ 145,450,000</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 2017 Approved Budget	6.0	\$ 1,650,465	\$ 2,432,312
Board Approved Adjustments During FY 2017	—	(42,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(473)	—
IntraCounty Adjustments	—	(1,959,226)	—
Other Adjustments	—	22,328	225,622
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ (328,907)</b>	<b>\$ 2,657,933</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 917	\$ —
Decision Packages			
SCC.02 Add FAF Assistant Planner	1.0	92,308	—
SCC.02 Add FAF Associate Planner	1.0	101,442	—
SCC.02 Add FAF Program Manager I	1.0	109,885	—
Reduce PERS by \$7M due to prepayment of UAL	—	(1,857)	—
263.11 - Countywide Lease Reserve	—	300,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 602,695</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 273,788</b>	<b>\$ 2,657,933</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 2017 Approved Budget	188.0	\$ 29,497,238	\$ 400,000
Board Approved Adjustments During FY 2017	—	2,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	387,078	—
IntraCounty Adjustments	—	(55,212)	—
Other Adjustments	—	904,068	—
<b>Subtotal (Current Level Budget)</b>	<b>188.0</b>	<b>\$ 30,735,172</b>	<b>\$ 400,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 50,517	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(50,580)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (63)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>188.0</b>	<b>\$ 30,735,109</b>	<b>\$ 400,000</b>



### Fleet Services— Budget Unit 135 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2320	Fleet Management Capital Fund 0073	\$ 7,672,806	\$ 2,000,000	\$ —	\$ 1,000,000	\$ (1,000,000)	-50.0%
2321	Fleet Operating Fund 0070	19,276,567	23,792,923	24,382,280	24,522,426	729,504	3.1%
<b>Total Net Expenditures</b>		<b>\$ 26,949,373</b>	<b>\$ 25,792,923</b>	<b>\$ 24,382,280</b>	<b>\$ 25,522,426</b>	<b>\$ (270,496)</b>	<b>-1.0%</b>

### Fleet Services— Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2320	Fleet Management Capital Fund 0073	\$ 7,672,806	\$ 2,000,000	\$ —	\$ 1,000,000	\$ (1,000,000)	-50.0%
2321	Fleet Operating Fund 0070	19,276,567	23,792,923	24,382,280	24,522,426	729,504	3.1%
<b>Total Gross Expenditures</b>		<b>\$ 26,949,373</b>	<b>\$ 25,792,923</b>	<b>\$ 24,382,280</b>	<b>\$ 25,522,426</b>	<b>\$ (270,496)</b>	<b>-1.0%</b>

### Fleet Services— Budget Unit 135 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 6,512,012	\$ 6,653,761	\$ 6,840,954	\$ 6,962,522	\$ 308,761	4.6%
Services And Supplies	9,810,891	13,772,203	12,875,753	12,894,331	(877,871)	-6.4%
Fixed Assets	7,672,806	2,000,000	—	1,000,000	(1,000,000)	-50.0%
Operating/Equity Transfers	2,953,665	3,360,858	4,665,573	4,665,573	1,304,715	38.8%
Reserves	—	6,101	—	—	(6,101)	-100.0%
<b>Total Net Expenditures</b>	<b>\$ 26,949,373</b>	<b>\$ 25,792,923</b>	<b>\$ 24,382,280</b>	<b>\$ 25,522,426</b>	<b>\$ (270,496)</b>	<b>-1.0%</b>

### Fleet Services— Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2320	Fleet Management Capital Fund 0073	\$ 6,616,191	\$ 5,386,858	\$ 4,706,573	\$ 5,706,573	\$ 319,715	5.9%
2321	Fleet Operating Fund 0070	20,914,678	24,507,225	25,010,021	25,035,021	527,796	2.2%
<b>Total Revenues</b>		<b>\$ 27,530,869</b>	<b>\$ 29,894,083</b>	<b>\$ 29,716,594</b>	<b>\$ 30,741,594</b>	<b>\$ 847,511</b>	<b>2.8%</b>



## Fleet Services— Budget Unit 135

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 66,378	\$ 41,000	\$ 69,000	\$ 69,000	\$ 28,000	68.3%
Aid From Government Agencies - State	120,000	—	—	—	—	—
Other Financing Sources	7,774,760	6,195,858	5,835,573	6,835,573	639,715	10.3%
Aid From Government Agencies - Federal	7,648	—	—	—	—	—
Charges For Services	19,562,084	23,657,225	23,812,021	23,837,021	179,796	0.8%
<b>Total Revenues</b>	<b>\$ 27,530,869</b>	<b>\$ 29,894,083</b>	<b>\$ 29,716,594</b>	<b>\$ 30,741,594</b>	<b>\$ 847,511</b>	<b>2.8%</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 2017 Approved Budget	—	\$ 2,000,000	\$ 5,386,858
Board Approved Adjustments During FY 2017	—	—	1,304,715
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,000,000)	(1,985,000)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 4,706,573</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ 1,000,000
Decision Packages			
135.1 Add FY18-19 Fleet Appropriation - Fund 73	—	1,000,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,000,000</b>	<b>\$ 5,706,573</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 2017 Approved Budget	52.0	\$ 23,792,923	\$ 24,507,225
Board Approved Adjustments During FY 2017	—	1,304,715	477,459
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	182,304	—

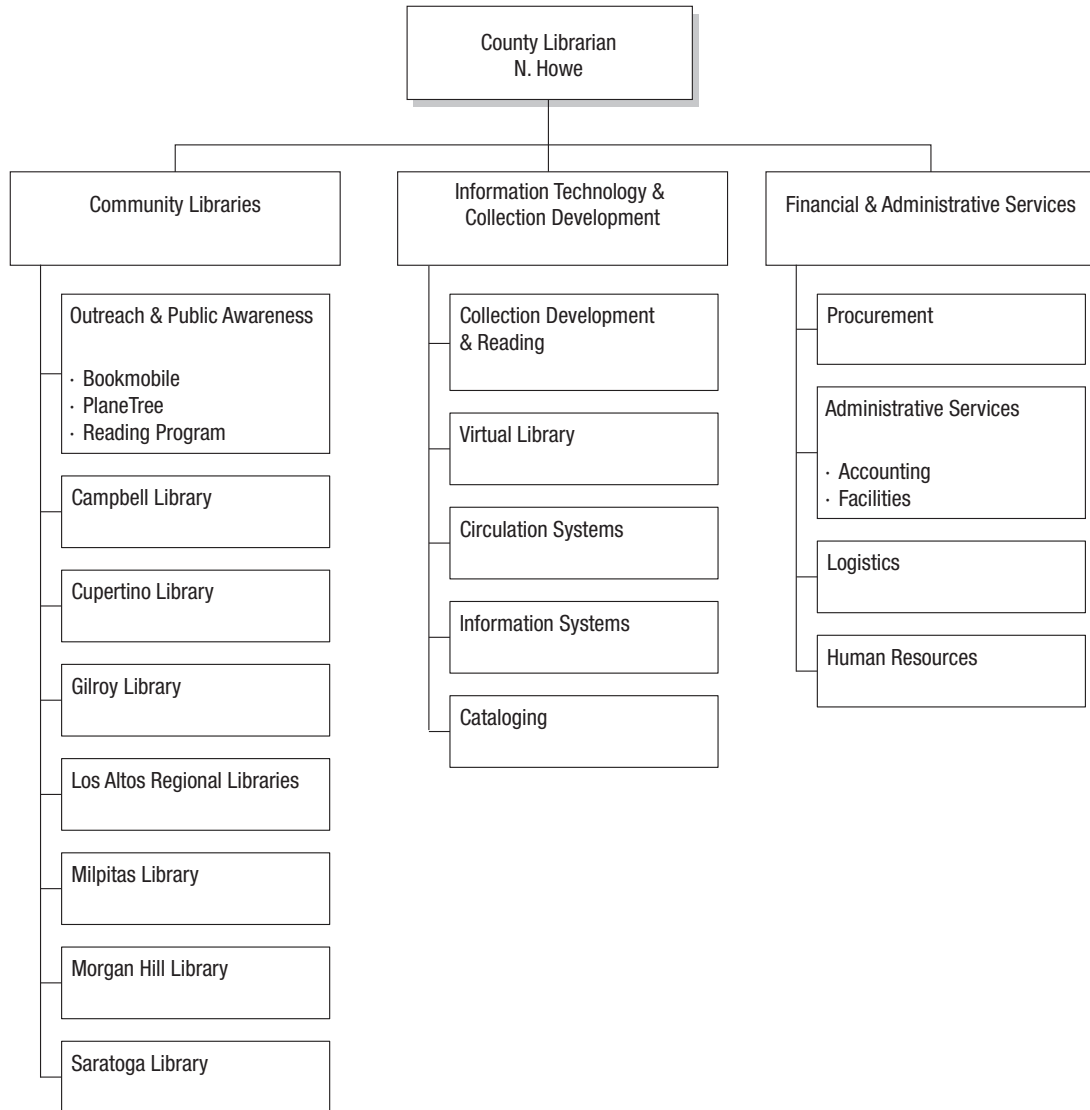


**Fleet Operating Fund 0070 — Cost Center 2321**  
**Major Changes to the Budget**

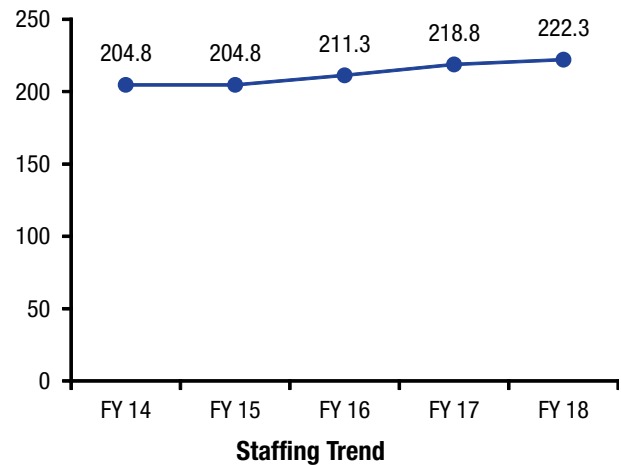
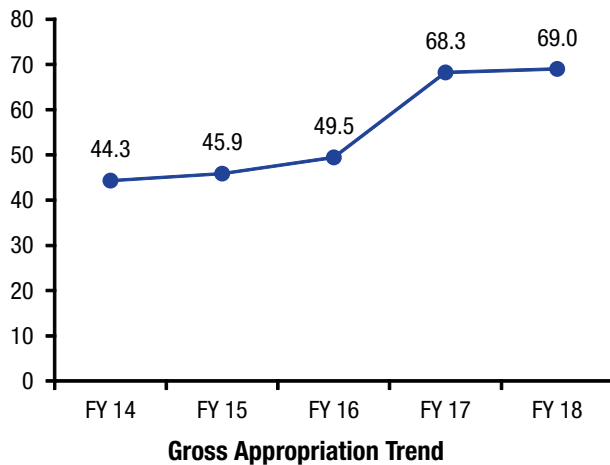
	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(903,464)	1,097,337
Other Adjustments	—	5,803	(1,072,000)
<b>Subtotal (Current Level Budget)</b>	<b>52.0</b>	<b>\$ 24,382,280</b>	<b>\$ 25,010,021</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 18,578	\$ 25,000
Decision Packages			
135.2 Add Associate Management Analyst/Management Analyst	1.0	135,257	—
Reduce PERS by \$7M due to prepayment of UAL	—	(13,689)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 140,146</b>	<b>\$ 25,000</b>
<b>Recommended Budget</b>	<b>53.0</b>	<b>\$ 24,522,426</b>	<b>\$ 25,035,021</b>



# County Library District



Section 1: Finance and Government





## Description of Major Services

The Santa Clara County Library District (SCCLD) serves more than 435,000 people residing in the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill, and Saratoga, as well as the unincorporated regions of the County. SCCLD is governed by a Joint Powers Authority (JPA) comprising of elected representatives of each of these nine cities and two representatives from the Santa Clara County Board of Supervisors. The County serves as fiscal agent and all staff members are County employees.

In 2016, SCCLD hosted more than 4.5 million website visits, 1.3 million database searches, and 9.1 million checkouts from the 2.1 million items available in its

collection. Cardholders can now download materials for e-readers, MP3s, and iPads as well as access free online resources, music, audio-books, and e-books.

SCCLD's 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 and home-delivery and digital services. SCCLD's Reading Program recruits and trains volunteers to teach low-literacy adults basic reading, writing, math, and computer skills for free.

## County Executive's Recommendation

Maintain the Current Level Budget for FY 17-18. The recommended actions for FY 17-18 will be presented and approved by the JPA on May 4, 2017, therefore

budget adjustments will be taken to the Board of Supervisors for inclusion in the FY 17-18 Adopted Budget.

### County Library Headquarters— Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5556	Library Admin Fund 0025	\$ 13,384,568	\$ 37,269,400	\$ 37,754,187	\$ 37,777,802	\$ 508,403	1.4%
5559	Cupertino Library Fund 0025	4,256,235	4,463,559	4,387,379	4,380,347	(83,212)	-1.9%
5560	Campbell Library Fund 0025	2,137,653	2,362,837	2,313,611	2,309,730	(53,107)	-2.2%
5562	Los Altos Library Fund 0025	3,592,316	3,643,996	3,689,463	3,683,136	39,140	1.1%
5567	Saratoga Comm Library Fund 0025	2,553,466	2,705,572	2,613,848	2,609,714	(95,858)	-3.5%
5571	Milpitas Comm Library Fund 0025	3,500,510	3,637,079	3,892,720	3,886,335	249,256	6.9%
5576	Morgan Hill Library Fund 0025	2,218,903	2,175,630	2,214,779	2,211,445	35,815	1.6%
5577	Gilroy Library Fund 0025	2,068,388	2,306,497	2,300,843	2,297,405	(9,092)	-0.4%
5585	Technical Svcs Fund 0025	5,261,702	9,347,843	9,520,882	9,513,809	165,966	1.8%
5586	Literacy Program Fund 0025	285,664	353,081	339,761	339,019	(14,062)	-4.0%
<b>Total Net Expenditures</b>		<b>\$ 39,259,406</b>	<b>\$ 68,265,494</b>	<b>\$ 69,027,473</b>	<b>\$ 69,008,742</b>	<b>\$ 743,248</b>	<b>1.1%</b>

### County Library Headquarters— Budget Unit 610 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5556	Library Admin Fund 0025	\$ 13,384,568	\$ 37,269,400	\$ 37,754,187	\$ 37,777,802	\$ 508,403	1.4%
5559	Cupertino Library Fund 0025	4,256,235	4,463,559	4,387,379	4,380,347	(83,212)	-1.9%
5560	Campbell Library Fund 0025	2,137,653	2,362,837	2,313,611	2,309,730	(53,107)	-2.2%
5562	Los Altos Library Fund 0025	3,592,316	3,643,996	3,689,463	3,683,136	39,140	1.1%
5567	Saratoga Comm Library Fund 0025	2,553,466	2,705,572	2,613,848	2,609,714	(95,858)	-3.5%
5571	Milpitas Comm Library Fund 0025	3,500,510	3,637,079	3,892,720	3,886,335	249,256	6.9%
5576	Morgan Hill Library Fund 0025	2,218,903	2,175,630	2,214,779	2,211,445	35,815	1.6%
5577	Gilroy Library Fund 0025	2,068,388	2,306,497	2,300,843	2,297,405	(9,092)	-0.4%
5585	Technical Svcs Fund 0025	5,261,702	9,347,843	9,520,882	9,513,809	165,966	1.8%
5586	Literacy Program Fund 0025	285,664	353,081	339,761	339,019	(14,062)	-4.0%
<b>Total Gross Expenditures</b>		<b>\$ 39,259,406</b>	<b>\$ 68,265,494</b>	<b>\$ 69,027,473</b>	<b>\$ 69,008,742</b>	<b>\$ 743,248</b>	<b>1.1%</b>



### County Library Headquarters— Budget Unit 610 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 25,947,476	\$ 28,096,701	\$ 28,661,386	\$ 28,609,685	\$ 512,984	1.8%
Services And Supplies	13,076,207	18,209,392	18,463,070	18,496,040	286,648	1.6%
Fixed Assets	235,723	488,678	—	—	(488,678)	-100.0%
Reserves	—	21,470,723	21,903,017	21,903,017	432,294	2.0%
<b>Total Net Expenditures</b>	<b>\$ 39,259,406</b>	<b>\$ 68,265,494</b>	<b>\$ 69,027,473</b>	<b>\$ 69,008,742</b>	<b>\$ 743,248</b>	<b>1.1%</b>

### County Library Headquarters— Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5556	Library Admin Fund 0025	\$ 44,429,877	\$ 41,371,777	\$ 41,371,777	\$ 41,371,777	—	—
5567	Saratoga Comm Library Fund 0025	14	—	—	—	—	—
5585	Technical Svcs Fund 0025	459	—	—	—	—	—
5586	Literacy Program Fund 0025	19,414	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 44,449,765</b>	<b>\$ 41,371,777</b>	<b>\$ 41,371,777</b>	<b>\$ 41,371,777</b>	<b>—</b>	<b>—</b>

### County Library Headquarters— Budget Unit 610 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Taxes - Current Property	\$ 32,485,454	\$ 32,179,367	\$ 32,179,367	\$ 32,179,367	—	—
Taxes - Other Than Current Property	68,337	—	—	—	—	—
Fines, Forfeitures, Penalties	555,736	750,500	750,500	750,500	—	—
Revenue From Use Of Money/Property	200,291	100,000	100,000	100,000	—	—
Aid From Government Agencies - State	154,772	150,750	150,750	150,750	—	—
Charges For Services	1,114,618	1,074,160	1,074,160	1,074,160	—	—
Aid From Government Agencies - Federal	27,327	30,000	30,000	30,000	—	—
Other Financing Sources	9,843,230	7,087,000	7,087,000	7,087,000	—	—
<b>Total Revenues</b>	<b>\$ 44,449,765</b>	<b>\$ 41,371,777</b>	<b>\$ 41,371,777</b>	<b>\$ 41,371,777</b>	<b>—</b>	<b>—</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 2017 Approved Budget	33.3	\$ 37,269,400	\$ 41,371,777
Board Approved Adjustments During FY 2017	—	(24,569)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	68,524	—
IntraCounty Adjustments	—	490,586	—
Other Adjustments	—	(49,753)	—
<b>Subtotal (Current Level Budget)</b>	<b>33.3</b>	<b>\$ 37,754,187</b>	<b>\$ 41,371,777</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 32,970	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,355)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 23,615</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>33.3</b>	<b>\$ 37,777,802</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 2017 Approved Budget	33.0	\$ 4,463,559	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(39,160)	—
IntraCounty Adjustments	—	(40,775)	—
Other Adjustments	—	3,755	—
<b>Subtotal (Current Level Budget)</b>	<b>32.0</b>	<b>\$ 4,387,379</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(7,032)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (7,032)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>32.0</b>	<b>\$ 4,380,347</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 2017 Approved Budget	17.5	\$ 2,362,837	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(27,792)	—
IntraCounty Adjustments	—	(23,903)	—
Other Adjustments	—	2,469	—
<b>Subtotal (Current Level Budget)</b>	<b>17.5</b>	<b>\$ 2,313,611</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,881)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,881)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.5</b>	<b>\$ 2,309,730</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 2017 Approved Budget	28.5	\$ 3,643,996	\$ —
Board Approved Adjustments During FY 2017	0.5	35,789	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	43,789	—
IntraCounty Adjustments	—	(37,961)	—
Other Adjustments	—	3,850	—
<b>Subtotal (Current Level Budget)</b>	<b>29.5</b>	<b>\$ 3,689,463</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(6,327)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (6,327)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>29.5</b>	<b>\$ 3,683,136</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 2017 Approved Budget	19.0	\$ 2,705,572	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(70,447)	—
IntraCounty Adjustments	—	(24,603)	—
Other Adjustments	—	3,326	—
<b>Subtotal (Current Level Budget)</b>	<b>18.5</b>	<b>\$ 2,613,848</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(4,134)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (4,134)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.5</b>	<b>\$ 2,609,714</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 2017 Approved Budget	28.0	\$ 3,637,079	\$ —
Board Approved Adjustments During FY 2017	3.0	283,320	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	2,288	—
IntraCounty Adjustments	—	(33,743)	—
Other Adjustments	—	3,776	—
<b>Subtotal (Current Level Budget)</b>	<b>30.0</b>	<b>\$ 3,892,720</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(6,385)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (6,385)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>30.0</b>	<b>\$ 3,886,335</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 2017 Approved Budget	14.5	\$ 2,175,630	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	56,149	—
IntraCounty Adjustments	—	(20,386)	—
Other Adjustments	—	3,386	—
<b>Subtotal (Current Level Budget)</b>	<b>15.0</b>	<b>\$ 2,214,779</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,334)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,334)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>15.0</b>	<b>\$ 2,211,445</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 2017 Approved Budget	15.5	\$ 2,306,497	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,836	—
IntraCounty Adjustments	—	(21,090)	—
Other Adjustments	—	3,600	—
<b>Subtotal (Current Level Budget)</b>	<b>15.5</b>	<b>\$ 2,300,843</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,438)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,438)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>15.5</b>	<b>\$ 2,297,405</b>	<b>\$ —</b>



**Technical Svcs Fund 0025 — Cost Center 5585**  
**Major Changes to the Budget**

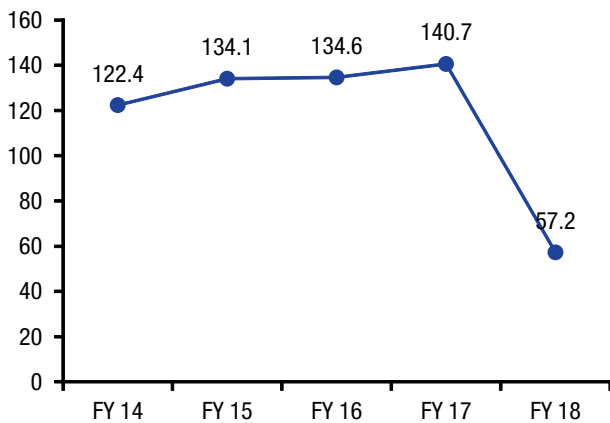
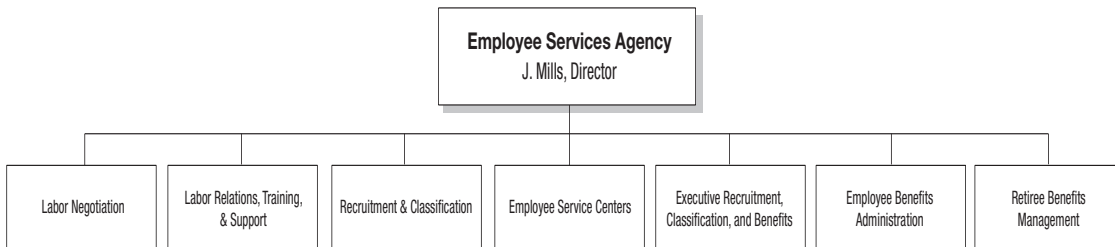
	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	27.0	\$ 9,347,843	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	200,084	—
IntraCounty Adjustments	—	(32,337)	—
Other Adjustments	—	5,292	—
<b>Subtotal (Current Level Budget)</b>	<b>28.5</b>	<b>\$ 9,520,882</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(7,073)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (7,073)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>28.5</b>	<b>\$ 9,513,809</b>	<b>\$ —</b>

**Literacy Program Fund 0025 — Cost Center 5586**  
**Major Changes to the Budget**

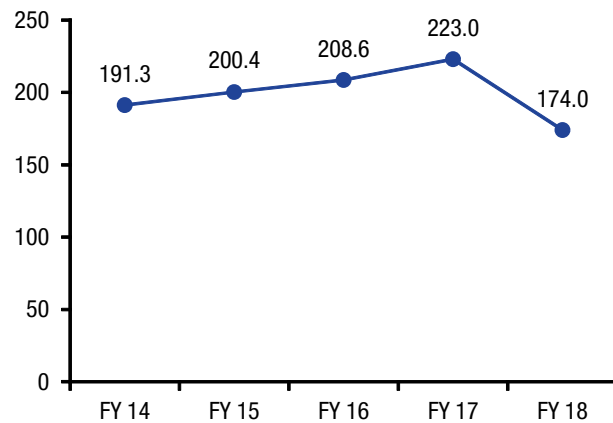
	Positions	Appropriations	Revenues
<b>0025-County Library Fund (Fund Number 0025)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	2.5	\$ 353,081	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(11,917)	—
IntraCounty Adjustments	—	(2,109)	—
Other Adjustments	—	706	—
<b>Subtotal (Current Level Budget)</b>	<b>2.5</b>	<b>\$ 339,761</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(742)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (742)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.5</b>	<b>\$ 339,019</b>	<b>\$ —</b>



# Employee Services Agency



**Gross Appropriation Trend**



**Staffing Trend**





## 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. These services include representing the County effectively in labor negotiations and providing labor relations, training and support services to employees, conducting recruitment and classification services, coordinating all employee service centers, providing executive recruitment services, and administering benefits for employees and retirees.

### Labor Negotiation

The Labor Relations Department (LR) has wide-ranging responsibilities with significant impact on the overall functioning of the County and on employees. One of the Department's key functions is to administer and conduct contract negotiations for 27 bargaining units and two Santa Clara County fire districts. LR works closely with the 18 labor organizations that represent employees to create and maintain positive and harmonious relationships.

### Labor Relations, Training, and Support

The Labor Relations Department implements and enforces labor agreements, trains supervisors and managers, negotiates the terms of the meet and confer process, monitors usage of temporary employees, and represents the County in disciplinary appeal hearings,

grievance, and disciplinary arbitrations. LR is also responsible for the proper designation of employees in accordance with the Fair Labor Standards Act and researching and implementing changes in all family leave laws. Additionally, LR ensures the County complies with all federal and state employment laws, California Public Employment Relations Board's rulings, court rulings that affect labor-management relations, or other rules related to employment. LR also administers the County's employee-employer relations ordinance and the U.S. Department of Transportation drug and alcohol testing program, as well as coordinates the Fit-for-Duty program that evaluates the employee's mental or physical ability to perform their duties.

### Recruitment and Classification

Human Resources (HR) provides a full range of human resources services to enable the County to continue to attract and retain a high-quality, diverse workforce. HR recruits quality candidates through a variety of methods and conducts validated examinations and other personnel assessments to create merit-based lists of eligible candidates. Additionally, HR is responsible for conducting classification studies, reviewing requests to add and delete positions (administrative add/delete), and updating job specifications to ensure they are accurate.

Human Resources continues to measure the recruitment and classification cycle time and has implemented various strategies to streamline processes. As part of its implementation of Just Culture principles, HR strategies include establishing partnerships with departments to clearly identify roles and responsibilities in the hiring process to ensure a high-quality candidate pool in a timely manner.

### **Employee Service Centers**

The County has a decentralized Employee Service Center system for the input of all personnel and benefit transactions. The Employee Services Agency coordinates and provides direction, support, and training for all the Employee Service Centers in the County. The priority is to support and assist employees as they move through the different stages of the employee life cycle during their career with the County.

ESA manages the employee service centers at the County Government Center, the Social Services Agency and the Health and Hospital System. The service centers at the eight other locations are managed by the various County agencies and departments that they serve. All service centers provide assistance to employees, process benefit plan enrollment, and review and process personnel actions (hires, terminations, promotions, leaves of absence, etc.). Additionally, all service centers conduct the initial onboarding process for new hires by providing detailed information on the various benefit packages. They also provide County departments and employees with the policies and procedures for leaves of absence and the Family and Medical Leave Act of 1993. In addition to these services, the service center at the County Government Center centrally processes employee requests for donations of vacation time, the billing and collection of benefits costs from employees on unpaid leave of absence, flexible spending accounts, the Bonus Waiver Program for employees who waive County-provided medical coverage, and benefit enrollment where both participants are County employees (dual benefit coverage).

The County Government Center location also provides services to retirees, such as medical plan enrollment, billing and premium collections, Medicare B reimbursement, and the Payment-In-Lieu program (for retirees permanently residing outside of California and waiving County medical coverage).

### **Executive Recruitment Services**

In close cooperation with the hiring authority but acting independently, Executive Recruitment Services recruits highly qualified professionals for critical executive-level positions across all departments in a timely and effective manner. The Executive Recruitment Services is a one-stop-shop for County leaders and works directly with County agencies to produce a customized recruitment strategy focused on delivering high-quality candidates.

The executive recruitments are conducted in accordance with the County Charter, Merit System Rules, executive ordinance, and applicable board resolutions. In addition, Executive Recruitment Services reviews executive-level job classifications, compensation, and benefits to ensure they reflect the appropriate job duties based on Merit Systems Rules and applicable mandates.

### **Employee Benefits Administration**

The Employee Benefits Department is responsible for implementing and administering a comprehensive range of benefit programs to meet the needs of County employees at all stages of their career. These programs include medical, dental, vision, retirement, life, and disability insurance. The Department also administers special employee programs, such as the unpaid leave of absence, unemployment insurance, vacation donation, flexible spending accounts, and the Eco Pass Program that provides employees with transit passes to ride the Santa Clara Valley Transportation Authority buses and light rail.

The Department analyzes market trends and changes in legislation that may affect County benefit programs. The Department is also responsible for negotiating insurance premium rates and contracts with all benefit plan providers through an insurance broker. The Employee Benefits Department ensures that employees receive the information they need to make informed choices regarding their benefit options.

### **Retiree Benefits Management**

The Employee Benefits Department oversees the benefits administration for all County retirees, including multiple medical plans and voluntary dental insurance, as well as two reimbursement programs (Medicare B and Payment-In-Lieu). The Department assists retirees as they transition from County employment to retirement by consulting with retirees on the County's



retirement benefits as well as conducting annual retiree open enrollment events. Additionally, the Department coordinates the retiree's County medical insurance with Medicare coverage.

The Employee Benefits Department, along with the Fiscal and Systems Department, is responsible for managing premium contribution payments for

approximately 10,000 retirees enrolled in the medical plans, processing quarterly reimbursements to approximately 3,500 eligible retirees for the Medicare Part B premium, and making quarterly reimbursements to approximately 650 retirees permanently residing out-of-state and waiving County medical coverage.

## Measure of Success

**Cycle Time in Human Resources (HR):** The Employee Services Agency (ESA) intends to reduce the cycle time for both recruitment and hiring and classification studies to achieve its high-priority goal of assisting departments with the staffing resources required to provide essential services to the community.

The recruitment and hiring cycle time will be measured from the time HR receives a requisition (a request from a department to fill a vacancy) to the first date of employment. A cycle time dashboard will include measurements with and without existing eligible candidate lists and by recruitment type, including transfers, promotions, and open.

The classification studies cycle time is measured from the time the request is received to its completion (when a class study is posted to the department, posted to labor groups, or submitted to the Board of Supervisors for approval). A cycle time dashboard will include measurements by type of classification studies, including administrative specification revisions, compaction studies, County Employees Management Association reviews, salary reviews, and full classification studies.

<b>Employee Services Agency</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>
Measure of Success	Actual	Actual	Actual	Anticipated	Targeted
Reduction in cycle time in Human Resources					
• Recruitment and Hiring (in calendar days)	99	94	81	78	70
• Classification studies (in calendar days)	221	275	278	275	247



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Add Staff in Employee Benefits for Eligibility Audits	↑	To conduct benefits eligibility audits to reduce benefit enrollment errors	1.0	\$20,420	(\$16,865)
Add Staff in Employee Benefits to Support Benefits Administration	↑	To improve timeliness and accuracy of processing personnel transactions and provide timely benefits consultations to employees and retirees	2.0	\$30,996	(\$16,659)
Add Staff in Labor Relations to Support Operations	↑	To reduce significant backlog of filed grievances and disciplinary appeals and to expand training to all managers and supervisors	6.0	\$743,038	(\$131,808)
Add Staff in Executive Recruitment Services	↑	To assist with recruitments, classification studies, and benefit and compensation surveys	1.0	\$168,458	\$13,136
Add Staff in HR to Reduce Recruitment Cycle Time	↑	To reduce cycle time for recruitment and classification studies by 5 percent	5.0	\$687,441	(\$74,853)
Create Additional HR Unit to Support Recruitment for High-Volume Departments	↑	To reduce cycle time for recruitment and classification studies by 5 percent	7.0	\$886,508	(\$99,127)
Add Staff in HR to Support Health and Hospital System	↑	To improve timeliness and accuracy of personnel transaction and benefit consultations to employees at the service center	3.0	\$297,769	\$10,458
Add Staff in HR to Support Social Services Agency	↑	To assist with recruitment workload and conduct SSA-specific classification studies	3.0	—	—
Augment Resources to Support Review of Labor Relations Business Rules	↑	To improve consistency among different business rules impacting labor negotiations	—	—	\$300,000
Augment Resources in ESA Administration to Support Business Process Redesign	↑	To improve business processes involving the employee life cycle (from hire to retire or employment separation)	1.0	\$146,514	\$230,872
Add Staff for Management Oversight of Employee Service Centers	↑	To provide a framework for consistent application of personnel and benefit policies and procedures across all service centers throughout the County	—	\$163,592	\$1,602
Add Staff in ESA Administration for Administrative Support	↑	To provide support to the ESA deputy director and ESA Administration Unit	1.0	\$108,409	(\$9,602)
Transfer Certain Programs in ESA to County Executive's Office	●	To realign several administrative functions between ESA and the County Executive's Office	—	—	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



### ↑ Add Staff in Employee Benefits for Eligibility Audits

**Recommended Action:** Add 1.0 FTE Human Resources Analyst position and allocate one-time funds of \$17,500 for space configuration and computer equipment.

**Service Impact:** The additional Human Resources Analyst position will be responsible for developing and conducting audits of benefit eligibility and reconciling insurance plan discrepancy reports in the Employee Benefits Department. Benefits service center staff at times have difficulties enrolling employees in the correct benefit plan, given different types of negotiated benefits in the bargaining agreements. As a result, errors occur for certain types of benefit enrollment. The additional position will audit randomly selected benefit plan enrollments every pay period. This will reduce the number of retroactive corrections. Additionally, these audits will ensure that active and retired employees are receiving the appropriate benefits. The Department will track the percentage of records audited to ensure all employee records are periodically reviewed for accuracy.

Conducting eligibility audits for covered dependents is also needed to prevent and reduce payment for ineligible dependents or incorrect benefit premiums because the County does not receive timely notification of changes to life events or eligibility status.

The added position will audit at least 20 percent of active employees with at least one covered dependent. The position will also audit at least 20 percent of retirees enrolled in a medical plan. The Department will track audits conducted and maintain metrics demonstrating savings.

This position will take over the County's unemployment program from the current Senior Human Resources Analyst. The focus will be on analyzing the County's unemployment statistics to develop a training program for County departments to reduce unemployment claims cost. The shift in staffing for the unemployment program will enable the current staff to implement the

internal audit recommendations for the Medicare B reimbursement and payment-in-lieu of medical benefits programs.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$20,420**

Ongoing Cost: \$137,459

Ongoing Reimbursement: \$117,039

**One-time Net Savings: \$16,865**

Salary savings reflecting time for recruitment: \$34,365

Services and Supplies: \$17,500

### ↑ Add Staff in Employee Benefits to Support Benefits Administration

**Recommended Action:** Add 2.0 FTE Senior Human Resources Assistant positions and allocate one-time funds of \$35,000 for space configuration and computer equipment.

**Service Impact:** The addition of two positions will result in an 18 percent increase in staff resources in the Employee Benefits Department. The added positions will improve the timeliness and accuracy of processing personnel transactions. The additional staffing resources will improve the timeliness of benefits and leave-of-absence consultations to employees, retirees, and dependents. The increase in the County workforce and retiree population in the last two years has created an unmanageable workload for staff.

Currently 3,500 retirees are participating in the Medicare B reimbursement program. Staff is auditing 25 percent of the participants on a quarterly basis, but the added resources are needed to implement an internal audit recommendation to audit all participants in the Medicare Part B reimbursement program. Also, additional resources are needed to assist retirees with providing the required documentation to avoid disruption of benefits. On receipt of the requested documentation, adjustment to the retiree's reimbursement amount is often needed.

The ESA will track the volume of calls received and analyze the call time and volume per staff to measure the response time. The ESA will also track the reduction of retroactive adjustments for the Medicare B reimbursement program.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$30,996**

Ongoing Cost: \$206,638

Ongoing Reimbursement: \$175,642

**One-time Net Savings: \$16,659**

Salary savings reflecting time for recruitment: \$51,659

Services and Supplies: \$35,000

### ↑ Add Staff in Labor Relations to Support Operations

**Recommended Action:** Add staff in Labor Relations (LR) and allocate one-time funds of \$105,000 for space configuration and computer equipment. The cost is partially reimbursed by In-Home Supportive Services and Santa Clara Valley Medical Center. The positions added are as follows:

- 1.0 FTE Principal Labor Relations Representative
- 4.0 FTE Labor Relations Representative
- 1.0 FTE Office Specialist III

**Service Impact:** The additional Principal LR Representative and LR Representative positions will reduce the significant backlog of filed grievances and disciplinary appeals. The additional resources will enable LR to implement two initiatives to reduce absenteeism and build a high quality, effective training program over multiple disciplines, with a focus on performance evaluation and effective progressive disciplines. LR will also work with all County departments and the reasonable accommodation coordinator to reduce the time employees are on unpaid leave of absence.

LR will expand the training program for all managers and supervisors on managing leaves of absence, attendance, and the progressive discipline process. The goal is to reduce absenteeism and ensure the County complies with employment law changes and court and Public Employment Relations Board rulings. LR will also be able to provide additional training to supervisors and time keepers on employer and employee rights relating to time off from work for medical reasons. To further assist departments, LR will develop easy-to-use

tools and templates to track paid and unpaid leaves of absence, provide proper notices to employees, and ensure that documentation is current.

The added positions will enable LR to evaluate potential changes to labor agreements that will streamline payroll, benefits, and fiscal functions and reduce the recruitment and hiring cycle time. LR will be negotiating with 15 County bargaining units beginning June 2019.

The addition of the Office Specialist III position will provide the necessary clerical support to relieve each LR Representative from clerical work that prevents them from providing labor relations support. Time allocated to the clerical tasks of creating and copying hearing and arbitration materials and writing, typing, and copying all bargaining proposals and discipline letters will be used to provide training and support to County departments.

**Background:** There are currently two Principal Labor Relations Representative positions, eight Labor Relations Representative positions, and no clerical positions to support approximately 21,000 employees (19,000 regular and 2,000 temporary) who are represented by labor unions. In FY 99-00, LR was staffed with 12 positions (nine Principal Labor Relations Representative and Labor Relations Representative and three Office Specialist) to support approximately 15,600 employees. LR staff also provides support and training to more than 1,660 managers and supervisors in more than 330 different job classifications.

**Positions Added: 6.0 FTE**  
**Ongoing Net Cost: \$743,038**

Ongoing Cost: \$947,233

Ongoing Reimbursement: \$204,195

**One-time Net Savings: \$131,808**

Salary savings reflecting time for recruitment: \$236,808

Services and Supplies: \$105,000

### ↑ Add Staff in Executive Recruitment Services

**Recommended Action:** Add 1.0 FTE Human Resources Analyst position, \$31,000 in ongoing funds for advertising, job fairs, and training, and \$47,500 in one-time funds for consulting services and space configuration and computer equipment.

**Service Impact:** The Human Resources Analyst will assist with recruitment, classification studies, and benefit and compensation surveys and provide relocation assistance. The position will also be working on reporting, planning, and research. The new position will also be responsible for developing an outreach and marketing plan that includes social and print media in compliance with the County's marketing and communication strategies.

The added position will relieve the director of Executive Recruitment Services of certain operational tasks to focus on strategic planning and implementation. This will enable the director to spend more time collaborating with the agency and department heads for succession planning given the current aging demographic of executive leaders. There are 41 (21 percent) executive leaders who are over 50 years old and have more than 21 years of County employment. Planning for the upcoming retirements is critical to the continued operation of the County.

The \$30,000 one-time funding is for consulting services for a comprehensive benefit and salary compensation study for elected officials and Board appointees, as well as other job classifications as deemed necessary. Additionally, one-time funding of \$17,500 is needed for space configuration and computer equipment for the added position.

The ongoing funding of \$31,000 is for targeted advertising (\$20,000), job fairs (\$5,000), and conferences and training (\$6,000). Extensive outreach efforts are necessary to attract a broader base of qualified candidates and promote the County as an employer of choice. Staff also need the necessary tools and training to conduct their work. The funding for job fairs will provide for County presence at an annual or semi-annual forum to advertise vacancies in conjunction with new marketing strategies.

**Background:** Executive Recruitment Services has one staff member and one director. The Division is responsible for the recruitment and retention of over 190 executive leadership positions, including elected officials and Board appointees. In addition to these

services, the Division conducts classification studies, benefit and compensation surveys, appeals, and administrative projects and analyses.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$168,458**

**One-time Net Cost: \$13,136**

Salary savings reflecting time for recruitment: \$34,364

Services and Supplies: \$47,500

### ↑ Add Staff in HR to Reduce Recruitment Cycle Time

**Recommended Action:** Add 4.0 FTE Human Resources Analyst positions, 1.0 FTE Human Resources Assistant II position, ongoing funds of \$38,000 for training, job fairs, and membership to professional organizations, and one-time funds of \$87,500 for space configuration and computer equipment.

**Service Impact:** The additional staffing resources will assist with the continued increase in recruitment and classification studies workload. The additional resources will reduce the cycle time for recruitment and hiring and classification studies by 5 percent, the unassigned recruitment requests by half, and the unassigned classification workload by one-third. These additional resources are tied to ESA's Measure of Success to reduce recruitment and hiring and classification cycle time. The recruitment and hiring cycle time will be measured from the time HR receives a requisition (a request from a department to fill a vacancy) to the first date of employment. The classification studies cycle time will be measured from the time the request is received to its completion.

The ongoing allocation \$38,000 for services and supplies will support training and certification (\$24,000), membership to various professional organizations (\$6,000), job fairs (\$5,000) and examination rental (\$3,000) for various job classifications. This recommendation will provide professional development to HR staff, additional avenues to reach broader applicant pools, and access to HR-related information.

**Background:** Currently, the four HR units have a total of 16 Human Resources Analysts and seven Human Resources Assistants. In 2016, more than 5,000 requests were created for open, promotional, and transfer recruitments. The average unassigned recruitments

range from 30 to 36 but can fluctuate based on the departments' needs. In addition to managing four to six recruitments at a time, each Human Resources Analyst conducts classification and other studies and assignments required by various labor agreements.

**Positions Added: 5.0 FTE**

**Ongoing Cost: \$687,441**

**One-time Net Savings: \$74,853**

Salary savings reflecting time for recruitment: \$162,353

Services and Supplies: \$87,500

### ↑ Create Additional HR Unit to Support Recruitment for High-Volume Departments

**Recommended Action:** Add 5.0 FTE Human Resources Analyst positions, 2.0 FTE Human Resources Assistant II positions, and one-time funds of \$122,500 for space configuration and computer equipment.

**Service Impact:** Workload has continued to increase due to the significant number of positions added over the last several years and labor agreements containing provisions for classification study requests. The added positions will make up an additional HR unit to support the recruitment and hiring for the nine high-volume departments of the Assessor's Office, Information Services Department, Office of the County Executive, Procurement Department, Probation Department, Planning Department, Public Health Department, Registrar of Voters, and the Collections Department. In addition, this additional HR unit will allow ESA to timely conduct contractually required reallocation, reclassification, and realignment studies, as well as creating new job classifications resulting from special projects. The additional resources are tied to ESA's Measure of Success to reduce recruitment and hiring and classification cycle time. The additional HR unit will enable HR to reduce the recruitment and hiring cycle time by 5 percent. The recruitment and hiring cycle time will be measured from the time HR receives a requisition (a request from a department to fill a vacancy) to the first date of employment.

**Positions Added: 7.0 FTE**

**Ongoing Cost: \$886,508**

**One-time Net Savings: \$99,127**

Salary savings reflecting time for recruitment: \$221,627

Services and Supplies: \$122,500

### Add Staff in HR to Support Health and Hospital System

**Recommended Action:** Add 2.0 FTE Human Resources Assistant II positions, 1.0 FTE Office Specialist III position, ongoing funds of \$10,000 for training and job fairs, and one-time funds of \$82,400 for computers and chairs for existing staff and space configuration and computer equipment for added positions.

**Service Impact:** The addition of 2.0 Human Resources Assistants (HRA) will provide support to the Santa Clara Valley Health and Hospital System (SCVHHS) service center to improve timeliness and accuracy of personnel transaction processing. The additional staff will enable the SCVHHS service center staff to provide timely benefits and leave-of-absence consultations to employees. The HR-SCVHHS service center supports 8,662 employees. The additional two HRAs will bring the staff to 14 HRAs.

The additional 1.0 Office Specialist III position will support recruitment efforts in the Recruitment Support Team. This position will relieve the HR Assistants and HR Analysts of clerical duties not directly related to recruitment and allow HR staff to solely focus on the recruitment functions of processing requisitions and job postings, conducting exams, and creating and distributing employment lists.

The additional staff resources are linked to ESA's Measure of Success to reduce recruitment and hiring cycle time. The recruitment and hiring cycle time will be measured from the time HR receives a requisition (a request from a department to fill a vacancy) to the first date of employment.

The ongoing funding of \$10,000 (\$5,000 for training and professional development and \$5,000 for job fairs) will enable staff to receive the necessary training to enhance service delivery and allow HR-SCVHHS to conduct more job fairs to reach a broader applicant pool for qualified candidates and promote the County as the employer of choice. The job fairs are particularly important for recruitments of psychiatrists, physicians, and other professional clinical classifications that are critically needed and have high vacancy rates. HR-SCVHHS will support the physician recruitment unit with one staff and continued advertising to market the health system to attract physicians and psychiatrists (for the Custody Health Department).

One-time funding of \$82,400 is needed for computers and chairs for existing staff (\$52,500) and space configuration and computer equipment for added positions (\$29,900).

**Positions Added: 3.0 FTE**  
**Ongoing Cost: \$297,769**  
**One-time Net Cost: \$10,458**

Salary savings reflecting time for recruitment: \$71,942  
 Services and Supplies: \$82,400

### ↑ Add Staff in HR to Support Social Services Agency

**Recommended Action:** Add staff in Human Resources-SSA to support recruitment for the Social Services Agency (SSA). The cost of the positions is fully reimbursed by SSA. The positions added are as follows:

- 1.0 FTE Human Resources Analyst position
- 1.0 FTE Human Resources Support Supervisor position
- 1.0 FTE Office Specialist III position

**Service Impact:** The addition of the 3.0 FTE is part of a two-part action to enhance resources to support HR-SSA recruitment. The first action adds the positions in the Employee Services Agency HR. The second action adds ongoing funding for services and supplies in the Social Services Agency and include \$50,000 for advertisement for social workers, \$5,000 for job fairs, \$6,000 for training, and \$2,000 for membership to professional associations and one-time funding of \$7,500 for computer equipment for the three added positions. See Agency Office - Social Services Agency (BU 502) for additional information.

The addition of 1.0 HR Analyst to the HR-SSA recruitment team will assist with balancing the current workload. The HR Analyst will be responsible for recruitment, training SSA departments on the hiring process, and providing recommendations on the selection of qualified candidates. The additional staff resource will also assist with conducting SSA-specific classification studies, a new requirement for HR-SSA. All classification studies were previously conducted by central HR at the County Government Center. Additionally, the position will relieve the Senior HR Analyst of recruitment work to focus on direct supervision and training.

The additional HR Support Supervisor will share the following responsibilities with the current supervisor:

- supervise 11 direct reports
- manage the daily processing of SSA employee personnel transactions, leave-of-absences, Family and Medical Leave Act requests, benefit enrollment, and workers' compensation documentation
- manage the onboarding of new employees
- provide payroll oversight for SSA's 2,845 employees
- provide training to Human Resources and SSA Department staff
- develop and update written procedures to provide consistent application of HR rules
- research issues relating to work-out-of-class and payroll adjustments
- communicate daily with 100 timekeepers in SSA to ensure pay differentials are handled correctly and oversee the processing of over and under payments.

The addition of 1.0 Office Specialist III will provide the needed clerical support for the HR-SSA service center and support the recruitment and classification study efforts. HR-SSA has been relying on two temporary Office Specialist III employees to assist during peak recruitment times, provide front desk coverage, and perform filing, preparing materials for new employees and other clerical tasks.

The additional resources are linked to ESA's Measure of Success to reduce recruitment and hiring cycle time. The recruitment and hiring cycle time will be measured from the time HR receives a requisition (a request from a department to fill a vacancy) to the first date of employment.

**Positions Added: 3.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost of \$352,982 offset by reimbursement from SSA

### ↑ Augment Resources to Support Review of Labor Relations Business Rules

**Recommended Action:** Allocate one-time funds of \$300,000 in ESA Administration for consulting services relating to a comprehensive review of business rules impacting labor relations.

**Service Impact:** The comprehensive review of the labor relations business rules and the resulting recommendations will achieve the following:

- provide clear, equitable, and consistent rules and practices
- improve harmonious relationships with the labor organizations
- support the hiring and retention of highly qualified employees
- protect the County's resources by providing fiscally responsible wages and benefits
- enhance operational efficiency in benefits administration
- promote job satisfaction and productivity for the County workforce
- reduce the number of mass benefit uploads due to incorrect or untimely benefit changes by identifying the contract language that causes the errors.

The systematic review of the business rules impacting labor negotiations and the associated agreements will assist with the preparation for the labor negotiations with 15 bargaining agreements starting 2019. The review is important because the differences among the various labor agreements regarding employee and retiree benefit plan contribution scenarios have increased significantly over the years and require both ESA and the Finance Agency to make system changes to accommodate the differences. These differences, along with increasing complexity of the labor agreements, result in more error corrections and require either individual or mass payroll adjustments to employee benefit plan premium contributions.

The comprehensive review will be completed by the spring of 2018.

**One-time Cost: \$300,000**

**↑ Augment Resources in ESA Administration to Support Business Process Redesign**

**Recommended Action:** Add 1.0 FTE Senior Management Analyst position, \$17,500 in one-time funds for space configuration and computer equipment in ESA Administration, and \$250,000 in one-time funds for consulting services relating to the benefits self-service system in Employee Benefits Department.

**Service Impact:** The Senior Management Analyst position will support a redesign of current business processes for the employee life cycle (from hire to retire or employment separation). The goal of the redesign is to increase efficiencies in the hiring, onboarding, payroll administration, benefits administration, and retirement or employment separation process and to improve the experiences for job candidates, employees, and retirees. The position will assist in developing a road map to serve as the overall strategic plan, which includes collaboration from multiple departments to address systemwide challenges and opportunities. The road map represents a comprehensive approach to prioritize all competing resource needs, and provides an organized approach to considering all aspects of the employee life cycle. The position will also be responsible for documenting key business functions within ESA, supporting the development of system and process improvements, and collecting data and reporting on various measurements of success, such as the recruitment cycle time dash board. Additionally, this position will also support ESA business analyses and information technology-related projects with countywide impact. This position will coordinate with the work with Finance Agency and the Information Services Department.

In FY 16-17 an in-depth needs assessment was conducted for the employee benefits self-service system and included the as-is landscape, gap analysis, and root cause analysis. The \$250,000 one-time funding for consulting services will enable ESA to continue work that began in FY 16-17. The consultants will document management requirements and develop technical and business requirements to be used in developing the scope of work for the request for proposals process in FY 18-19. In addition, the consultant will work with the County's various stakeholders (Finance Agency-Payroll Division, Information Services Department, Human Resources, Labor Relations, and ESA-Fiscal Division) to review the results of the needs assessment for input in developing the technical and business requirements. Additionally, the consultant will assist with documenting the necessary system interface with the County's existing software applications.



**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$146,514**  
**One-time Net Cost: \$230,872**

Salary savings reflecting time for recruitment: \$36,628  
 Services and Supplies: \$267,500

### ↑ Add Staff for Management Oversight of Employee Service Centers

**Recommended Action:** Allocate \$163,592 to fund the addition of one new service center manager position, \$25,000 in one-time funds for training, and \$17,500 in one-time funds for space configuration and computer equipment. The specific job classification for the new position will be determined by the Employee Services Agency Human Resources Department.

**Service Impact:** The County has a decentralized service center system to input all personnel and benefit transactions. Many of the County's service center staff are employees of the departments and are located at the departments. However, most of the processes and procedures are developed and disseminated by the Employee Services Agency because the ESA director is ultimately accountable for the service center work. Approximately 70 service center employees are at 10 locations. The additional service center manager position will provide management oversight to the service centers to ensure that personnel and benefits policies and procedures are consistently applied. The position will be responsible for developing a framework and organizational structure for centralized management oversight, identifying training opportunities, and establishing baseline data for future analysis. The position will also be responsible for coordinating training, with the curriculum and training modules developed with assistance from consultants.

The one-time funding of \$25,000 is for consulting services to develop several interactive training modules for the service centers. These trainings will ensure consistent application of personnel and benefits policies, procedures, and agreements countywide.

**Ongoing Cost: \$163,592**  
**One-time Net Cost: \$1,602**

Salary savings reflecting time for recruitment: \$40,898  
 Services and Supplies: \$42,500

### ↑ Add Staff in ESA Administration for Administrative Support

**Recommended Action:** Add 1.0 FTE Executive Assistant I position and allocate one-time funds of \$17,500 for space configuration and computer equipment.

**Service Impact:** The added position will provide support to the ESA deputy director. The duties will include scheduling meetings, maintaining a calendar, creating and preparing meeting agendas, arranging travel, and filing reimbursement claims. The position will also provide administrative support to ESA administration, which supports the needs of active employees and retirees. Additionally, this position will assist ESA administration with research projects and ensuring that all individuals on the Vehicle Accident Review Board complete and file the required forms. This additional resource will maintain and update information for the County Executive Leadership Group, assist with coordinating and planning all ESA meetings and events, and provide a variety of clerical support including filing, copying, scanning, data entry, and answering phones.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$108,409**  
**One-time Net Savings: \$9,602**

Salary savings reflecting time for recruitment: \$27,102  
 Services and Supplies: \$17,500

### ● Transfer Certain Programs in ESA to County Executive's Office

**Recommended Action:** Transfer the budget and 79.0 FTE positions for various programs from the Employee Services Agency (ESA) to the Office of the Executive (CEO). The programs being transferred are as follows:

- Risk Management
- Workers' Compensation
- Liability/Property Insurance (including Liability/Property Claims)
- Occupational and Safety & Environmental Compliance
- Learning and Employee Development
- Equal Opportunity Department

The transfer of 79 positions also includes 11.0 FTE that are part of or provide support to the above programs but are budgeted in a different cost center.

**Service Impact:** There is no impact to services. The Administration is realigning several administrative functions between the CEO and ESA to provide enhanced leadership and administrative support for these core services, while committing more focused executive support for recruitment, labor relations and employee benefit services. There are no net FTE

changes as a result of the transfer. For additional information, see Office of the County Executive section of the Recommended Budget.

**Ongoing Savings: \$0**

All revenue, reimbursement, expenditure are transferred to BU 107 and BU 108

**Employee Services Agency— Budget Unit 130  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1116	Human Resources -SSA - Fund 0001	\$ 1,621	\$ 8,411	\$ —	\$ —	(8,411)	-100.0%
1127	Life Insurance Program - Fund 0280	812,978	1,234,597	1,152,805	1,157,467	(77,130)	-6.2%
1128	HR Department - HHS - F0001	5,632,318	6,061,588	6,931,829	6,731,759	670,171	11.1%
1129	Delta Dental Insurance Program-Fund 0282	21,504,896	24,444,167	25,366,995	25,370,756	926,589	3.8%
1140	Labor Relation-Fund 0001	1,290,658	1,672,791	1,718,986	2,327,681	654,890	39.1%
1141	Agency Administration - Fund 0001	950,080	1,209,067	1,240,921	1,303,881	94,814	7.8%
1142	Bay Area Employee Relations Serv - Fund 0001	16,000	—	—	—	—	—
1145	Employee Benefits - Fund 0001	162,107	1,162,738	1,362,888	1,613,369	450,631	38.8%
1146	Unemployment Insurance - Fund 0076	1,762,194	2,230,546	1,582,918	1,589,063	(641,483)	-28.8%
1148	Human Resources - Fund 0001	6,369,815	5,651,253	5,060,072	6,455,197	803,944	14.2%
<b>Total Net Expenditures \$</b>		<b>38,502,668 \$</b>	<b>43,675,157 \$</b>	<b>44,417,414 \$</b>	<b>46,549,173 \$</b>	<b>2,874,016</b>	<b>6.6%</b>

**Employee Services Agency— Budget Unit 130  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1116	Human Resources -SSA - Fund 0001	\$ 2,769,456	\$ 3,143,999	\$ 3,031,177	\$ 2,848,614	(295,385)	-9.4%
1127	Life Insurance Program - Fund 0280	812,978	1,234,597	1,152,805	1,157,467	(77,130)	-6.2%
1128	HR Department - HHS - F0001	5,632,318	6,061,588	6,931,829	6,731,759	670,171	11.1%
1129	Delta Dental Insurance Program-Fund 0282	21,504,896	24,444,167	25,366,995	25,370,756	926,589	3.8%
1140	Labor Relation-Fund 0001	2,055,346	2,426,353	2,622,031	3,434,921	1,008,568	41.6%



### Employee Services Agency— Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1141	Agency Administration - Fund 0001	2,386,523	3,130,586	3,681,216	3,744,176	613,590	19.6%
1142	Bay Area Employee Relations Serv - Fund 0001	16,000	—	—	—	—	—
1145	Employee Benefits - Fund 0001	3,196,293	4,123,130	4,900,328	5,458,058	1,334,928	32.4%
1146	Unemployment Insurance - Fund 0076	1,762,194	2,230,546	1,582,918	1,589,063	(641,483)	-28.8%
1148	Human Resources - Fund 0001	6,783,736	6,054,845	5,477,547	6,872,672	817,827	13.5%
<b>Total Gross Expenditures \$</b>		<b>46,919,741 \$</b>	<b>52,849,810 \$</b>	<b>54,746,846 \$</b>	<b>57,207,486 \$</b>	<b>4,357,676</b>	<b>8.2%</b>

### Employee Services Agency— Budget Unit 130 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 17,768,894	\$ 20,220,561	\$ 21,456,312	\$ 22,683,954	\$ 2,463,393	12.2%
Services And Supplies	29,150,847	32,515,910	33,177,195	34,410,193	1,894,283	5.8%
Other Charges	—	2,090	2,090	2,090	—	—
Reserves	—	111,249	111,249	111,249	—	—
<b>Total Gross Expenditures \$</b>	<b>46,919,741 \$</b>	<b>52,849,810 \$</b>	<b>54,746,846 \$</b>	<b>57,207,486 \$</b>	<b>4,357,676</b>	<b>8.2%</b>
Expenditure Transfers	(8,417,072)	(9,174,653)	(10,329,432)	(10,658,313)	(1,483,660)	16.2%
<b>Total Net Expenditures \$</b>	<b>38,502,668 \$</b>	<b>43,675,157 \$</b>	<b>44,417,414 \$</b>	<b>46,549,173 \$</b>	<b>2,874,016</b>	<b>6.6%</b>

### Employee Services Agency— Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1127	Life Insurance Program - Fund 0280	\$ 595,798	\$ 537,395	\$ 433,778	\$ 433,778	\$ (103,617)	-19.3%
1129	Delta Dental Insurance Program-Fund 0282	21,298,184	24,097,984	25,394,059	25,394,059	1,296,075	5.4%
1140	Labor Relation-Fund 0001	30,975	—	—	—	—	—



### Employee Services Agency— Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1141	Agency Administration - Fund 0001	1,780,995	1,874,875	1,774,875	1,774,875	(100,000)	-5.3%
1145	Employee Benefits - Fund 0001	1,318,325	250,829	410,948	410,948	160,119	63.8%
1146	Unemployment Insurance - Fund 0076	1,172,450	2,086,754	741,622	741,622	(1,345,132)	-64.5%
1148	Human Resources - Fund 0001	9,945	10,000	10,000	10,000	—	—
<b>Total Revenues \$</b>		<b>26,206,672 \$</b>	<b>28,857,837 \$</b>	<b>28,765,282 \$</b>	<b>28,765,282 \$</b>	<b>(92,555)</b>	<b>-0.3%</b>

### Employee Services Agency— Budget Unit 130 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property \$	52,175 \$	47,289 \$	80,911 \$	80,911 \$	33,622	71.1%
Charges For Services	21,847,438	25,572,545	25,271,282	25,271,282	(301,263)	-1.2%
Other Financing Sources	2,525,639	1,462,662	1,637,748	1,637,748	175,086	12.0%
Aid From Government Agencies - Federal	1,781,420	1,775,341	1,775,341	1,775,341	—	—
<b>Total Revenues \$</b>	<b>26,206,672 \$</b>	<b>28,857,837 \$</b>	<b>28,765,282 \$</b>	<b>28,765,282 \$</b>	<b>(92,555)</b>	<b>-0.3%</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 2017 Approved Budget	25.0	\$ 8,411	\$ —
Board Approved Adjustments During FY 2017	-1.0	(169,183)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	84,486	—
IntraCounty Adjustments	—	71,020	—
Other Adjustments	—	5,266	—
<b>Subtotal (Current Level Budget)</b>	<b>24.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 182,563	\$ —
Decision Packages			
107.60 Transfer Certain Programs in ESA To CEO	-3.0	(441,517)	—
130.8 Add Staff in HR To Support Social Services Agency	3.0	264,737	—



### Human Resources -SSA - Fund 0001 — Cost Center 1116 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(5,783)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>24.0</b>	<b>\$ —</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 2017 Approved Budget	—	\$ 1,234,597	\$ 537,395
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	29,976	—
Other Adjustments	—	(111,768)	(103,617)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,152,805</b>	<b>\$ 433,778</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 4,662	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 4,662</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,157,467</b>	<b>\$ 433,778</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 2017 Approved Budget	44.0	\$ 6,061,588	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	54,954	—
IntraCounty Adjustments	—	651,981	—
Other Adjustments	—	163,306	—
<b>Subtotal (Current Level Budget)</b>	<b>44.0</b>	<b>\$ 6,931,829</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,237	\$ —



### HR Department - HHS - F0001 — Cost Center 1128 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Decision Packages</b>			
107.60 Transfer Certain Programs in ESA To CEO	-3.0	(502,932)	—
130.7 Add Staff in HR To Support Health and Hospital System	3.0	308,227	—
Reduce PERS by \$7M due to prepayment of UAL	—	(10,602)	—
<b>Information Technology</b>			
<b>Capital</b>			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (200,070)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>44.0</b>	<b>\$ 6,731,759</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 2017 Approved Budget	—	\$ 24,444,167	\$ 24,097,984
Board Approved Adjustments During FY 2017	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	34,450	—
Other Adjustments	—	888,378	1,296,075
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 25,366,995</b>	<b>\$ 25,394,059</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 3,761	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,761</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 25,370,756</b>	<b>\$ 25,394,059</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 2017 Approved Budget	13.0	\$ 1,672,791	\$ —
Board Approved Adjustments During FY 2017	—	—	—
<b>Cost to Maintain Current Program Services</b>			
Salary and Benefit Adjustments	—	62,454	—
IntraCounty Adjustments	—	(81,921)	—
Other Adjustments	—	65,662	—



**Labor Relation-Fund 0001 — Cost Center 1140**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	<b>13.0</b>	<b>\$ 1,718,986</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (202,755)	\$ —
Decision Packages			
130.3 Add Staff in Labor Relations To Support Operations	6.0	815,425	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,975)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0</b>	<b>\$ 608,695</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>19.0</b>	<b>\$ 2,327,681</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 2017 Approved Budget	17.0	\$ 1,209,067	\$ 1,874,875
Board Approved Adjustments During FY 2017	4.0	668,881	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	67,748	—
IntraCounty Adjustments	—	(563,663)	—
Other Adjustments	—	(141,112)	(100,000)
<b>Subtotal (Current Level Budget)</b>	<b>21.0</b>	<b>\$ 1,240,921</b>	<b>\$ 1,774,875</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,832	\$ —
Decision Packages			
130.11 Add Staff for Mgmt Oversight of Employee Service Ctr	—	165,194	—
130.10 Add Resources in Admin for Business Process Redesign	1.0	127,386	—
107.60 Transfer Certain Programs in ESA To CEO	-5.0	(804,953)	—
130.4 Add Staff in Executive Recruitment Services	1.0	181,594	—
130.9 Add Resources to Review Labor Relations Business Rules	—	300,000	—
130.12 Add Staff in ESA Admin for Administrative Support	1.0	98,807	—
Reduce PERS by \$7M due to prepayment of UAL	—	(6,900)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-2.0</b>	<b>\$ 62,960</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>19.0</b>	<b>\$ 1,303,881</b>	<b>\$ 1,774,875</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 2017 Approved Budget	21.0	\$ 1,162,738	\$ 250,829
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	98,578	—
IntraCounty Adjustments	—	601,289	—
Other Adjustments	—	(499,717)	160,119
<b>Subtotal (Current Level Budget)</b>	<b>21.0</b>	<b>\$ 1,362,888</b>	<b>\$ 410,948</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (12,082)	\$ —
Decision Packages			
130.10 Add Resources in Admin for Business Process Redesign	—	250,000	—
130.1 Add Staff in Employee Benefits for Eligibility Audits	1.0	3,555	—
130.2 Add Staff in Employee Benefits To Support Benefits Adm	2.0	14,337	—
Reduce PERS by \$7M due to prepayment of UAL	—	(5,329)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 250,481</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>24.0</b>	<b>\$ 1,613,369</b>	<b>\$ 410,948</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 2017 Approved Budget	—	\$ 2,230,546	\$ 2,086,754
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	49,426	—
Other Adjustments	—	(697,054)	(1,345,132)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,582,918</b>	<b>\$ 741,622</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 6,145	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 6,145</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,589,063</b>	<b>\$ 741,622</b>



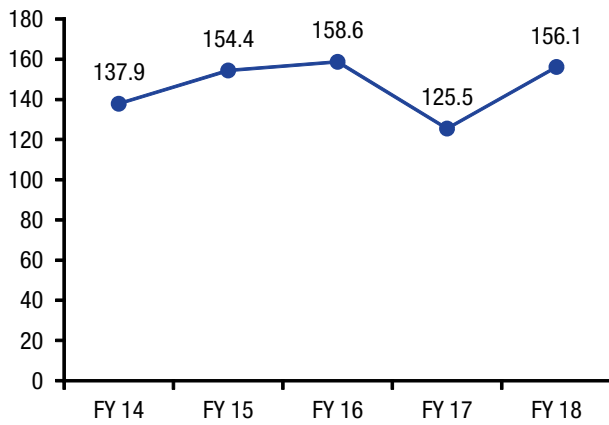
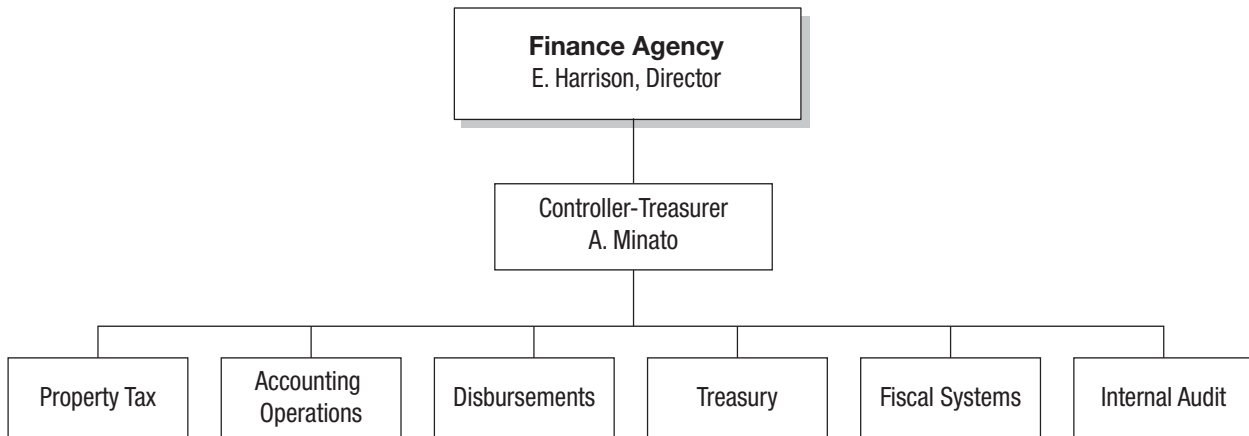


**Human Resources - Fund 0001 — Cost Center 1148**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	31.0	\$ 5,651,253	\$ 10,000
Board Approved Adjustments During FY 2017	1.0	151,499	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	126,901	—
IntraCounty Adjustments	—	(777,617)	—
Other Adjustments	—	(91,964)	—
<b>Subtotal (Current Level Budget)</b>	<b>32.0</b>	<b>\$ 5,060,072</b>	<b>\$ 10,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 3,535	\$ —
Decision Packages			
130.5 Add Staff in HR To Reduce Recruitment Cycle Time	5.0	612,588	—
130.6 Create Addt'l HR Unit - Recruit for High-Volume Depts	7.0	787,381	—
Reduce PERS by \$7M due to prepayment of UAL	—	(8,379)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>12.0</b>	<b>\$ 1,395,125</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>44.0</b>	<b>\$ 6,455,197</b>	<b>\$ 10,000</b>

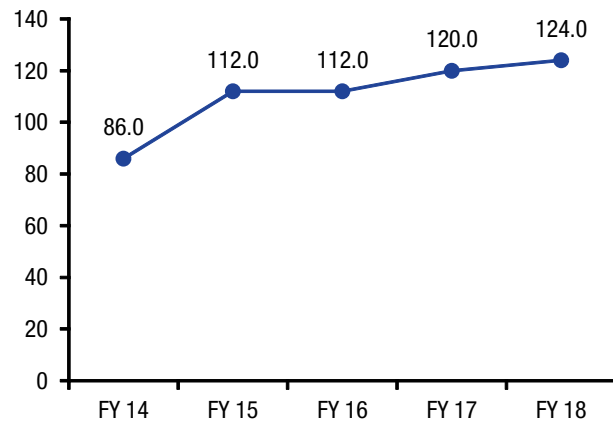


# Controller-Treasurer Department



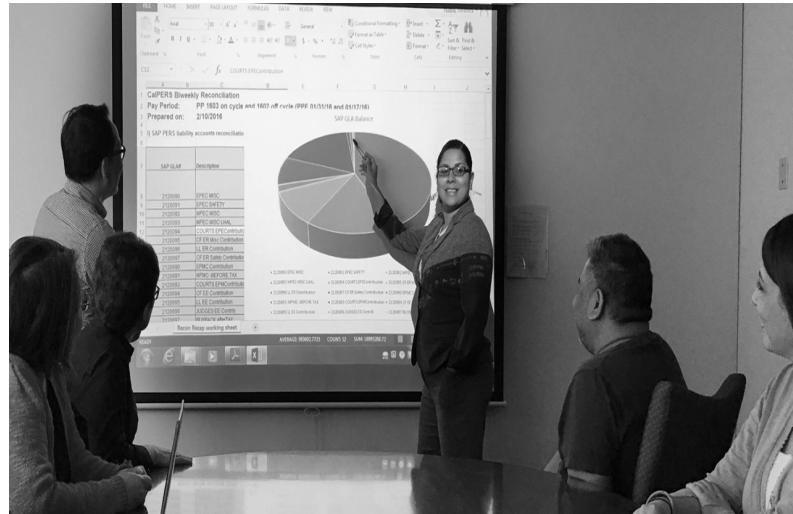
**Gross Appropriation Trend**

Data reflects appropriation level for both the Controller-Treasurer and County Debt Service (BU 810).



**Staffing Trend**





## Description of Major Services

The Controller-Treasurer 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 broad financial services:

- accounting and financial related services
- payroll
- accounts payable
- fixed asset control
- financial statement preparation
- cost plan preparation
- claims under State Bill 90 (SB 90) for reimbursement of the costs of state-mandated programs
- 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
- other financial functions.

## Accounting Operations

**The General Accounting Unit** provides accurate, complete, and timely financial records, and manages and controls disbursements and deposits for accuracy, timeliness and cash management. Among its comprehensive accounting duties, the Unit apportions interest earnings, ensures compliance with state and federal reporting requirements and generally accepted governmental accounting principles, coordinates and completes the annual single audit and the production of the Comprehensive Annual Financial Report (CAFR).

**The Cost Management Unit** is responsible for the countywide Cost Allocation Plan, and submitting to the state claims under SB 90, which requires the state to reimburse local governments for cost of services mandated by the state.

**The Disbursement Unit** processes and monitors payments to employees and vendors, including the bi-weekly payroll and employee claims for travel expenses. The Unit performs a sample review of departmental payments and transactions incurred by County procurement-card holds.

## Property Tax Division

**The Tax Apportionment Unit** allocates and distributes property taxes accurately and timely to taxing entities, including the County, school districts, cities, and special

districts. It also 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. The Tax Roll Control Unit performs the extension of the annual tax roll in accordance with the California Revenue and Taxation Code §260. 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

**The Investment 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.

**The Debt Management Unit** provides the administration with ongoing analyses of the County's long-term debt and makes accurate and timely debt service payments on the County's long-term debt as the general obligation bonds issued by the school districts and special districts.

### Fiscal Systems Division

This Division comprises various system administrators and developers for the County's fiscal systems:

- accounting and procurement system
- human resource-payroll system
- time and attendance system
- procurement system
- budget system.

This Division is responsible for business process improvement analysis, problem-solving, the development of the County's electronic report distribution system and other custom reports, user training, and ongoing system maintenance.

### Internal Audit Division

The auditors of the Internal Audit Division assist the administration with 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 Controller-Treasurer oversees County responsibilities in the dissolution of regional development agencies required under the 2011 Redevelopment Dissolution Act, which established local successor agencies to manage redevelopment projects currently underway, make payments on enforceable obligations, and dispose of redevelopment assets and properties. In this role, the Department performs the State-mandated annual review of payments on the obligations submitted by the redevelopment successor agencies and annual audits of payments.

## Measures of Success

**Timely Service Response:** The Controller-Treasurer Department will implement a service quality questionnaire to ensure the departments that rely on advice and direction from the Controller-Treasurer for fiscal operation receive needed assistance in a timely manner. The goal of the questionnaire is to measure the timeliness standards of the Department's service

requests. The Department will use measures captured in the quarterly questionnaire to make necessary service improvements to shorten response times and enhance consistency in responses to customers.

**Training Evaluation:** To ensure the quality of fiscal and accounting training provided to operating departments, the Department will develop a questionnaire to be distributed to its clients on a semi-annual basis. The

results from the questionnaire will enable the Department to improve educational support to better tailor the training to the operating departments.

## County Executive's Recommendation

Maintain the Current Level Budget for FY 17-18.

### Controller-Treasurer— Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2113	Controller-Treasurer Fund 0001	(39,191,975)	(43,776,189)	(27,458,119)	(27,447,722)	16,328,467	-37.3%
2114	County Land And Bldg Fund 0001	—	203	—	—	(203)	-100.0%
2116	Accounting System & Procurement Proj Fun-Fund 0001	5,824,578	6,698,380	9,271,004	9,508,824	2,810,444	42.0%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	1,238,296	9,219,546	15,051,196	15,048,173	5,828,627	63.2%
<b>Total Net Expenditures \$</b>		<b>(32,129,101) \$</b>	<b>(27,858,060) \$</b>	<b>(3,135,919) \$</b>	<b>(2,890,725) \$</b>	<b>24,967,335</b>	<b>-89.6%</b>

### Controller-Treasurer— Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2113	Controller-Treasurer Fund 0001	15,902,294	19,626,374	39,838,909	39,849,306	20,222,932	103.0%
2114	County Land And Bldg Fund 0001	—	203	—	—	(203)	-100.0%
2116	Accounting System & Procurement Proj Fun-Fund 0001	5,824,578	6,698,380	9,271,004	9,508,824	2,810,444	42.0%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	1,238,987	9,219,546	15,051,196	15,048,173	5,828,627	63.2%
<b>Total Gross Expenditures \$</b>		<b>22,965,859 \$</b>	<b>35,544,503 \$</b>	<b>64,161,109 \$</b>	<b>64,406,303 \$</b>	<b>28,861,800</b>	<b>81.2%</b>



### Controller-Treasurer— Budget Unit 110 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 14,252,411	\$ 17,593,039	\$ 18,894,704	\$ 18,857,420	\$ 1,264,381	7.2%
Services And Supplies	8,678,673	17,951,464	22,694,875	22,977,353	5,025,889	28.0%
Fixed Assets	(226)	—	—	—	—	—
Operating/Equity Transfers	35,000	—	22,571,530	22,571,530	22,571,530	n/a
<b>Total Gross Expenditures</b>	<b>\$ 22,965,859</b>	<b>\$ 35,544,503</b>	<b>\$ 64,161,109</b>	<b>\$ 64,406,303</b>	<b>\$ 28,861,800</b>	<b>81.2%</b>
Expenditure Transfers	(55,094,960)	(63,402,563)	(67,297,028)	(67,297,028)	(3,894,465)	6.1%
<b>Total Net Expenditures</b>	<b>\$ (32,129,101)</b>	<b>\$ (27,858,060)</b>	<b>\$ (3,135,919)</b>	<b>\$ (2,890,725)</b>	<b>\$ 24,967,335</b>	<b>-89.6%</b>

### Controller-Treasurer— Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2000	Cash Reserve Fund - Fund 0010	\$ 179,143	\$ 9,265,922	\$ 3,510,413	\$ 3,510,413	\$ (5,755,509)	-62.1%
1112	Stanford Trail Agreement - Fund 0129	75,096	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	120,644,341	128,232,056	163,808,345	163,808,345	35,576,289	27.7%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	1,064,700,488	992,404,000	1,127,230,400	1,155,229,400	162,825,400	16.4%
<b>Total Revenues</b>		<b>\$ 1,185,599,068</b>	<b>\$ 1,129,901,978</b>	<b>\$ 1,294,549,158</b>	<b>\$ 1,322,548,158</b>	<b>\$ 192,646,180</b>	<b>17.0%</b>

### Controller-Treasurer— Budget Unit 110 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 7,271,375	\$ 8,042,949	\$ 13,329,811	\$ 13,329,811	\$ 5,286,862	65.7%
Other Financing Sources	155,622,694	72,210,031	159,882,249	184,882,249	112,672,218	156.0%
Taxes - Other Than Current Property	93,149,352	85,470,000	86,720,000	86,720,000	1,250,000	1.5%
Aid From Government Agencies - State	39,904,134	41,100,318	44,931,570	44,931,570	3,831,252	9.3%
Aid From Government Agencies - Federal	5,017	8,800	9,400	9,400	600	6.8%
Charges For Services	25,307,552	24,269,880	28,331,128	28,331,128	4,061,248	16.7%
Taxes - Current Property	864,338,944	898,800,000	961,345,000	964,344,000	65,544,000	7.3%
<b>Total Revenues</b>	<b>\$ 1,185,599,068</b>	<b>\$ 1,129,901,978</b>	<b>\$ 1,294,549,158</b>	<b>\$ 1,322,548,158</b>	<b>\$ 192,646,180</b>	<b>17.0%</b>



## Cash Reserve Fund - Fund 0010 — Cost Center 2000

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0010-Cash Reserve Fund (Fund Number 0010)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	— \$	9,265,922
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	(5,755,509)
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>3,510,413</b>
<b>Recommended Changes for FY 2018</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>3,510,413</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 2017 Approved Budget	85.0 \$	(43,776,189) \$	128,232,056
Board Approved Adjustments During FY 2017	3.0	23,193,171	22,571,530
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	296,973	—
IntraCounty Adjustments	—	(7,244,767)	4,391,197
Other Adjustments	—	72,693	8,613,562
<b>Subtotal (Current Level Budget)</b>	<b>87.0 \$</b>	<b>(27,458,119) \$</b>	<b>163,808,345</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	37,818 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(27,421)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>10,397 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>87.0 \$</b>	<b>(27,447,722) \$</b>	<b>163,808,345</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 2017 Approved Budget	—	\$ 203	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(203)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>

**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 2017 Approved Budget	21.0	\$ 6,698,380	\$ —
Board Approved Adjustments During FY 2017	1.0	415,402	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	77,149	—
IntraCounty Adjustments	—	2,081,729	—
Other Adjustments	—	(1,656)	—
<b>Subtotal (Current Level Budget)</b>	<b>22.0</b>	<b>\$ 9,271,004</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 94,660	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(6,840)	—
Information Technology			
FY18 Kronos Upgrade and Archiving	—	150,000	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 237,820</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>22.0</b>	<b>\$ 9,508,824</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 2017 Approved Budget	14.0	\$ 9,219,546	\$ 992,404,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	146,411	—
IntraCounty Adjustments	—	(33,700)	—
Other Adjustments	—	5,718,939	134,826,400
<b>Subtotal (Current Level Budget)</b>	<b>15.0</b>	<b>\$ 15,051,196</b>	<b>\$ 1,127,230,400</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,023)	—
Move base budget revenue to 1X: RDA Pass-thru & Retire Levy	—	—	27,999,000
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,023)</b>	<b>\$ 27,999,000</b>
<b>Recommended Budget</b>	<b>15.0</b>	<b>\$ 15,048,173</b>	<b>\$ 1,155,229,400</b>

**County Debt Service— Budget Unit 810**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 83,000	\$ 127,000	\$ 400,000	\$ 400,000	\$ 273,000	215.0%
2125	Multiple Facilities - Projects Fund 0495	504,171	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	8,000	8,000	19,000	19,000	11,000	137.5%
2128	Multiple Facilities - Reserve Fund 0498	568,263	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	29,000	29,000	79,000	79,000	50,000	172.4%
2144	SCCFA 2007 Hospital - Project Fund 0510	1,382,740	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	27,000	39,000	65,000	65,000	26,000	66.7%
2149	SCCFA 2007 non-VMC Project Fund 0514	186,951	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	7,000	7,000	20,000	20,000	13,000	185.7%



### County Debt Service— Budget Unit 810 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2151	Clean Renewable Energy BD Project-Fund 0530	16,946,239	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	129,819	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	—	154,000	30,000	30,000	(124,000)	-80.5%
2157	1992 COPS - Reserve - Fund 0094	2,571,017	—	—	—	—	—
2160	General obligation Bonds Fund 0100	41,873,065	42,710,744	43,546,369	43,546,369	835,625	2.0%
2167	2012 S. A - Technology Project-Fund 0526	2,307,558	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	2,229	—	—	—	—	—
2171	GO B. - 2013 Series B - Project - F0527	142,155,769	—	—	—	—	—
081001	County Debt Service	60,896,330	46,729,099	47,304,299	47,304,299	575,200	1.2%
081003	VMC Hospital	4,330,301	107,000	192,000	192,000	85,000	79.4%
<b>Total Net Expenditures \$</b>		<b>274,008,452 \$</b>	<b>89,910,843 \$</b>	<b>91,655,668 \$</b>	<b>91,655,668 \$</b>	<b>1,744,825</b>	<b>1.9%</b>

### County Debt Service— Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 83,000	\$ 127,000	\$ 400,000	\$ 400,000	273,000	215.0%
2125	Multiple Facilities - Projects Fund 0495	504,171	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	8,000	8,000	19,000	19,000	11,000	137.5%
2128	Multiple Facilities - Reserve Fund 0498	568,263	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	29,000	29,000	79,000	79,000	50,000	172.4%
2144	SCCFA 2007 Hospital - Project Fund 0510	1,382,740	—	—	—	—	—
2146	Multiple Facilities 2007 Inv Int Fund 0512	27,000	39,000	65,000	65,000	26,000	66.7%
2149	SCCFA 2007 non-VMC Project Fund 0514	186,951	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	7,000	7,000	20,000	20,000	13,000	185.7%



**County Debt Service— Budget Unit 810**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2151	Clean Renewable Energy BD Project-Fund 0530	16,946,239	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	129,819	—	—	—	—	—
2156	2011 Series A QEBC Invest Interest Fund 0519	—	154,000	30,000	30,000	(124,000)	-80.5%
2157	1992 COPS - Reserve - Fund 0094	2,571,017	—	—	—	—	—
2160	General obligation Bonds Fund 0100	41,873,065	42,710,744	43,546,369	43,546,369	835,625	2.0%
2167	2012 S. A - Technology Project-Fund 0526	2,307,558	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	2,229	—	—	—	—	—
2171	GO B. - 2013 Series B - Project - F0527	142,155,769	—	—	—	—	—
081001	County Debt Service	60,896,330	46,729,099	47,304,299	47,304,299	575,200	1.2%
081003	VMC Hospital	4,330,301	107,000	192,000	192,000	85,000	79.4%
<b>Total Gross Expenditures \$</b>		<b>274,008,452 \$</b>	<b>89,910,843 \$</b>	<b>91,655,668 \$</b>	<b>91,655,668 \$</b>	<b>1,744,825</b>	<b>1.9%</b>

**County Debt Service— Budget Unit 810**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 1,237,983	\$ 1,349,875	\$ 914,200	\$ 914,200	(435,675)	-32.3%
Other Charges	95,583,436	88,052,968	89,936,468	89,936,468	1,883,500	2.1%
Operating/Equity Transfers	177,187,033	508,000	805,000	805,000	297,000	58.5%
<b>Total Net Expenditures \$</b>	<b>274,008,452 \$</b>	<b>89,910,843 \$</b>	<b>91,655,668 \$</b>	<b>91,655,668 \$</b>	<b>1,744,825</b>	<b>1.9%</b>



## County Debt Service— Budget Unit 810

### Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 143,138	\$ —	\$ —	\$ —	—	—
2120	1991 Refund COPS-Int Fund 0220	15,262	—	—	—	—	—
2123	MH Courthouse Inv Int Fund 0493	1	—	—	—	—	—
2125	Multiple Facilities - Projects Fund 0495	504,171	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	13,211	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	46,028	—	—	—	—	—
2143	Tobacco Sec Invest Int Fund 0509	164,411	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	4,917,795	1,770,000	1,715,000	1,715,000	(55,000)	-3.1%
2146	Multiple Facilities 2007 Inv Int Fund 0512	45,279	—	—	—	—	—
2149	SCCFA 2007 non-VMC Project Fund 0514	186,951	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	11,031	—	—	—	—	—
2151	Clean Renewable Energy BD Project-Fund 0530	33,208,327	—	—	—	—	—
2154	GO Bonds - Investment Interest Fund 0518	58,426	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	78	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	2,733	—	—	—	—	—
2159	VMC Hospital Bonds -Fund 0482	11,205,656	11,762,232	12,353,304	12,353,304	591,072	5.0%
2160	General obligation Bonds Fund 0100	40,918,293	42,710,744	43,546,369	43,546,369	835,625	2.0%
2163	2012 Series A - EPIC Project -Fund 0522	5,316,111	5,530,000	5,747,778	5,747,778	217,778	3.9%
2164	2012 Series A Reserve - EPIC Projects-Fund 0523	51,343	—	—	—	—	—
2165	2012 S. A Invest Int - Tech Prj-Fund 0524	26,427	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	2	—	—	—	—	—
2172	GO B - 2013 Series B-Invmt Intst-F0528	1,427,786	—	—	—	—	—
081001	County Debt Service	45,191,069	30,729,207	29,694,312	29,694,312	(1,034,895)	-3.4%
081003	VMC Hospital	9,898,383	6,654,940	6,901,760	6,901,760	246,820	3.7%
<b>Total Revenues</b>		<b>\$ 153,351,910</b>	<b>\$ 99,157,122</b>	<b>\$ 99,958,522</b>	<b>\$ 99,958,522</b>	<b>\$ 801,400</b>	<b>0.8%</b>



## County Debt Service— Budget Unit 810 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Fines, Forfeitures, Penalties	\$ 6,395,960	\$ 333,950	\$ —	\$ —	\$ (333,950)	-100.0%
Charges For Services	24,820,733	25,814,142	26,830,018	26,830,018	1,015,876	3.9%
Aid From Government Agencies - Federal	582,151	2,109,150	1,412,293	1,412,293	(696,857)	-33.0%
Other Financing Sources	78,544,863	28,152,136	28,169,842	28,169,842	17,706	0.1%
Revenue From Use Of Money/Property	2,168,503	37,000	—	—	(37,000)	-100.0%
Taxes - Current Property	40,672,126	42,710,744	43,546,369	43,546,369	835,625	2.0%
Aid From Government Agencies - State	167,574	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 153,351,910</b>	<b>\$ 99,157,122</b>	<b>\$ 99,958,522</b>	<b>\$ 99,958,522</b>	<b>\$ 801,400</b>	<b>0.8%</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 2017 Approved Budget	—	\$ 127,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	273,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 400,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 400,000</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 2017 Approved Budget	—	\$ 8,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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	—	11,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 19,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 19,000</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 2017 Approved Budget	—	\$ 29,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	50,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 79,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 79,000</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 2017 Approved Budget	—	\$ —	\$ 1,770,000
Board Approved Adjustments During FY 2017	—	—	—
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	—	—	(55,000)
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>1,715,000</b>
<b>Recommended Changes for FY 2018</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>1,715,000</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 2017 Approved Budget	— \$	39,000 \$	—
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	26,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>65,000 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</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>65,000 \$</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 2017 Approved Budget	— \$	7,000 \$	—
Board Approved Adjustments During FY 2017	—	—	—
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	—	13,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 20,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 20,000</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 2017 Approved Budget	—	\$ 154,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(124,000)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 30,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 30,000</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 2017 Approved Budget	—	\$ —	\$ 11,762,232
Board Approved Adjustments During FY 2017	—	—	—
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	—	—	591,072
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>12,353,304</b>
<b>Recommended Changes for FY 2018</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>12,353,304</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 2017 Approved Budget	— \$	42,710,744 \$	42,710,744
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	835,625	835,625
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>43,546,369 \$</b>	<b>43,546,369</b>
<b>Recommended Changes for FY 2018</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>43,546,369 \$</b>	<b>43,546,369</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 2017 Approved Budget	— \$	— \$	5,530,000
Board Approved Adjustments During FY 2017	—	—	—
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	—	—	217,778
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>5,747,778</b>
<b>Recommended Changes for FY 2018</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>5,747,778</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 2017 Approved Budget	— \$	21,354,782 \$	5,317,889
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(37,000)	(982,964)
Other Adjustments	—	(397,801)	(1,024,932)
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>20,919,981 \$</b>	<b>3,309,993</b>
<b>Recommended Changes for FY 2018</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>20,919,981 \$</b>	<b>3,309,993</b>

**0079-Pension Obligation Bond - Debt Service F (Fund Number 0079)**

<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	25,374,317 \$	25,374,317
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	1,010,001	1,010,001
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>26,384,318 \$</b>	<b>26,384,318</b>

**Recommended Changes for FY 2018**



**County Debt Service — Cost Center 081001**  
**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>Recommended Budget</b>	<b>— \$</b>	<b>26,384,318 \$</b>	<b>26,384,318</b>

**0045-Public Facilities Corp Debt Service (Fund Number 0045)**

**Current Level Budget**

FY 2017 Approved Budget	— \$	— \$	37,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(37,000)
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>

**Recommended Changes for FY 2018**

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>

**VMC Hospital — Cost Center 081003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0485-SCCFA Hospital Project Fund (Fund Number 0485)</b>			

**Current Level Budget**

FY 2017 Approved Budget	— \$	— \$	4,700,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	150,000
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>— \$</b>	<b>4,850,000</b>

**Recommended Changes for FY 2018**

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>4,850,000</b>



**VMC Hospital — Cost Center 081003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0487-SCCFA Hospital Investment Interest Fund (Fund Number 0487)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 45,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	33,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 78,000</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 78,000</b>	<b>\$ —</b>

**0504-SCCFA 2006 Hospital Project Fund (Fund Number 0504)**

<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ 1,954,940
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	96,820
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 2,051,760</b>
<b>Recommended Changes for FY 2018</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>\$ 2,051,760</b>

**0506-SCCFA 2006 Hospital Investment Interest (Fund Number 0506)**

<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 62,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	52,000	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 114,000</b>	<b>\$ —</b>

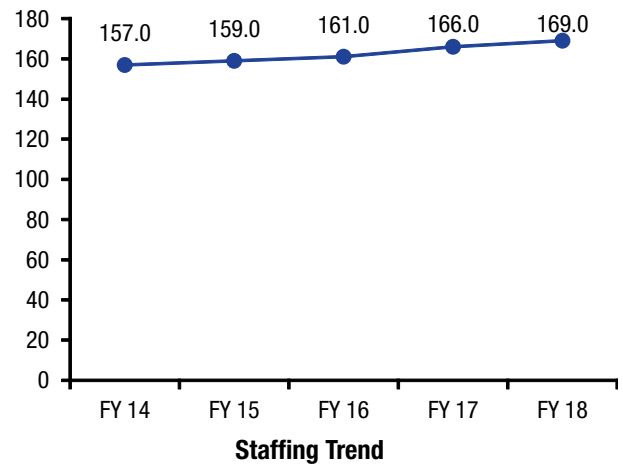
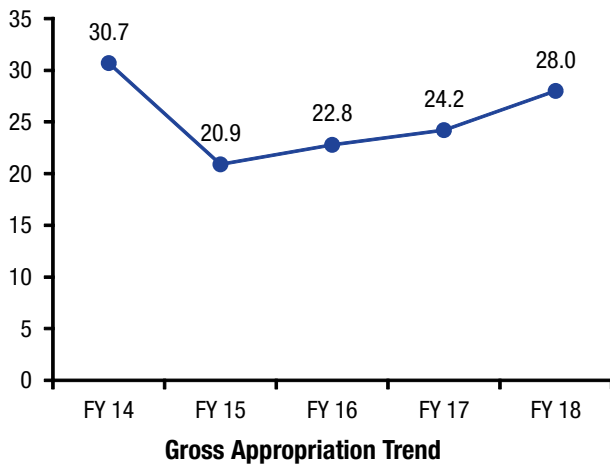
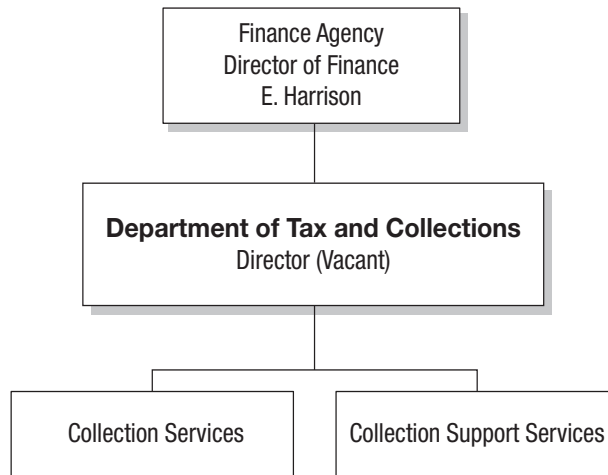


**VMC Hospital — Cost Center 081003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</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>114,000 \$</b>	<b>—</b>



# Department of Tax and Collections





## Description of Major Services

### Consolidation of Collections Efforts

Over the past 18 months, with the Board of Supervisor's approval, the Finance Agency has been restructuring the Department of Revenue and the Office of the Tax Collector into a single department. Anticipated benefits include better coordination of administrative functions, professionalization of collection operations, more efficient information systems support, and enhanced learning and career opportunities for the collections staff in both departments.

The Social Services Agency (SSA) approached the Finance Agency with a proposal to transfer its Debt and Welfare Collections Unit to the Finance Agency. The rationale for this proposal was the Finance Agency's expertise in the collections field and the opportunity to support the career goals of its collections employees. The transfer of the SSA's collections will result in significant ongoing cost savings to the General Fund of approximately \$2 million. SSA will contract for the provision of this service with the County through the State's Recovery of Aid program. The cost of performing this service on its behalf will be charged back to the State.

Employees and labor union partners in all three departments of the Finance Agency are supportive and are working together with management to refine the new structure. A change management specialist has been working with the Agency to assist with preparation, along with the support of Learning and Employee Development. The Agency will ensure that work is reorganized using the input of workers closest to the customers and tasks performed.

The Board of Supervisors approved a new leadership structure to provide operational and management support of the new Department of Tax and Collections (DTAC). Recruitment to fill these leadership positions are currently underway and it is anticipated the new leadership group will be in place as the new fiscal year begins on July 1, 2017. In addition, the Board purchased a building for part of the new DTAC operations closer to the locations of other Agency operations. This should foster stronger working relationships and will assist in ensuring a unified culture for the Finance Agency.

DTAC has authority, both mandated and delegated, for most County collection activities, with the exception of those managed by the Department of Child Support Services. This includes the following:

- property taxes mandated under California Revenue and Taxation Code
- delinquent court-ordered debt as required by Senate Bill 940 (SB 940)
- Social Services Agency Recovery of Aid program under the provision of the Welfare and Institution Code
- medical, traffic, and court-ordered debt, including victim restitution
- other delinquent debt referred to the Department by various County departments

### **Secured and Unsecured Tax Roll Administration**

The Department works with other County departments to establish the secured and unsecured property tax rolls then mails the bills and collects the taxes. Depending on the type of property tax, assessments are collected on the secured, supplemental, redemption, or unsecured tax rolls.

### **Collection Services and Support**

Under SB 940, all counties must provide a collection program for delinquent court-ordered debt. Under State statute, the Department qualifies as a Comprehensive Collection Program and can recover costs for SB 940 programs to be offset against collected court ordered fines, penalties and fees.

The Department also has responsibility to collect overpayments and other debts related to federal, state, and county welfare assistance programs. The Department bills and collects, after benefits have been discontinued, for the following programs:

- CalWORKs
- CalWORKs Employment Services
- Cash Assistance Program for Immigrants
- CalFresh (formally Food Stamps)
- Adoption Assistance Program
- In-Home Supportive Services
- Refugee Cash Assistance
- General Assistance
- miscellaneous debts

The Department also initiates collection activities for foster care overpayments and debts independent of the program status.

Collection Services include the billing and collection of property taxes, court orders, civil judgments, legal obligations, and possible legal and other penalties. In addition, the Department determines ability to pay, establishes payment and installment plans, verifies Medi-Cal eligibility, conducts skip tracing (determines a client's location, employment, earnings, property, liabilities, assets, and ability to pay), performs site visits, seizes assets, and researches probates and liens. Other collection activities include small-claims actions, and lawsuits, wage attachments, bank levies, tax interception, tax liens, and submissions of delinquent accounts to the Court for issuance of bench warrants and other legal action. Specialized collections areas include third-party payment, workers' compensation, compromise requests, bankruptcy, victim restitution, and power-to-sell tax-defaulted properties.

Collection Support Services accounts and reconciles payments and distributes collected revenue to appropriate funds and entities. Other support functions include management payments to crime victims, coordinating support services for legal actions, bankruptcy research, and preparing the Cost Allocation Plan and other required reports.



In addition, the Department administers parking violation collections, parking violation 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.

The Systems Division of the Department maintains the Department's collections systems and data, oversees automated payment interfaces, and maintains constant review of legislative changes. The Administration Division handles purchases, accounts payable, personnel issues, contracts and payroll.

## Measure of Success

**Victim Restitution Collections:** The Department of Tax and Collections seeks to ensure people who commit crimes pay restitution to their victims as required by law. The goal to increase the collections of the Victim Restitution will have a positive impact on the victims of crime because they will receive more restitution

monies. Over the past five fiscal years, the Department collections for victim restitution averaged \$5 million a year.

The Department of Tax and Collections	FY 15-16	FY 16-17	FY 17-18
Measure of Success	Actual	Anticipated	Targeted
Victims per person crime served	\$5,000,000	\$5,000,000	\$5,250,000

## County Executive's Recommendation Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Restructure the County's Collections Departments	↑	Improve collections oversight	15.0	(\$694,114)	\$15,000
Augment Staff for In-House Support of TCAS	↑	Provide long-term stability	4.0	\$567,709	\$15,000

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

### ↑ Restructure the County's Collections Departments

**Recommended Action:** Transfer the budget and 20.0 FTE positions for the Debt and Management and Collections Unit from Social Services Agency (SSA) to the Department of Tax and Collections (DTAC) and delete 1.0 FTE Tax Collector position and 1.0 FTE Assistant Tax Collector position in the Office of the Tax Collector, and 1.0 FTE Director of Revenue Collections position, 1.0 FTE Program Manager II position, and 1.0 FTE Department Fiscal Officer position in the Department of Revenue related to the restructuring of the County's Collections Departments.



### Summary of Position Change

Classification	FTE	Cost/(Savings)
Sr. Account Clerk	4.0	\$408,163
Account Clerk II	1.0	\$94,138
Revenue Collections Officer	8.0	\$935,396
Sr. Revenue Collections Officer	2.0	\$263,048
Supervisor Revenue Collections Officer	1.0	\$135,965
Sr. Financial Analyst	1.0	\$169,031
Eligibility Examiner	1.0	\$136,194
Sr. Accountant	1.0	\$122,584
Accountant Assistant	1.0	\$79,679
Subtotal	20.0	\$2,344,198
Tax Collector	-1.0	(\$128,588)
Assistant Tax Collector	-1.0	(\$115,901)
Director Revenue Collections	-1.0	(\$207,984)
Program Manager II	-1.0	(\$184,471)
Department Fiscal Officer	-1.0	(\$188,445)
<b>Department of Tax and Collections Total</b>		
	<b>15.0</b>	<b>\$1,319,355</b>
Sr. Account Clerk	-4.0	(\$408,163)
Account Clerk II	-1.0	(\$94,138)
Revenue Collections Officer	-8.0	(\$935,396)
Sr. Revenue Collections Officer	-2.0	(\$263,048)
Supervisor Revenue Collections Officer	-1.0	(\$135,965)
Sr. Financial Analyst	-1.0	(\$169,031)
Eligibility Examiner	-1.0	(\$136,194)
Sr. Accountant	-1.0	(\$122,584)
Accountant Assistant	-1.0	(\$79,679)
<b>Social Services Agency Total</b>		
	<b>-20.0</b>	<b>(\$2,344,198)</b>

**Service Impact:** Restructuring these collections operations into one unified department would strengthen the overall operations and collections efforts countywide. The Finance Agency would improve customer service by cross-training staff to function in more than one area and increase the career opportunities available to staff. A new enhanced leadership structure comprising a director, assistant director, and three division managers were created to provide oversight of the new Department of Tax and Collections (DTAC) in FY 16-17.

**Background:** The vision of the Finance Agency is to create a new DTAC by restructuring the collections operations in the Department of Revenue (DOR), Office of the Tax Collector (TCO), and the SSA's Debt and Welfare Collections Unit. In FY 17-18, the Finance Agency informed the Board of Supervisors of its vision to improve and restructure business operations by

harnessing the opportunities and commonalities in operations that exist in DOR and TCO. The two departments serve the County in the collection of property taxes and revenues, current and delinquent, from a variety of sources across the County and the court system.

With the retirements of the director of revenue collections and the tax collector, as well as other key positions in the two departments, the Agency is bringing to the Board of Supervisors its plan to restructure the County's collections departments. The Agency would continue to meet the requirements of the Santa Clara County Code of Ordinance, section A15-19, related to the provision of a Tax Collections Division in the new DTAC. By ordinance, the Finance Agency Director serves as the County's Tax Collector and has the authority to delegate this function to a County officer. The tax collector's functions will be delegated to the new director of the DTAC.

The SSA Debt and Welfare Collections Unit uses the same or similar collections systems and structures to manage its day-to-day operations, along with similar administrative, payment processing and accounting operations. A memorandum of understanding between the Finance Agency and the SSA formalizing the transfer was developed to allow for SSA to reimburse the County annually for the operational and overhead costs of providing these services to its clients.

**Net Positions Added: 15.0 FTE**  
**Ongoing Net General Fund Savings: \$694,114**

Ongoing Net Cost: 1,640,645  
 Offset by savings at Social Services Agency: \$2,334,759  
 One-Time cost Services and Supplies: \$15,000

### ↑ Augment Staff for In-House Support of TCAS

**Recommended Action:** Allocate \$567,709 to fund the addition of 1.0 FTE Information Systems Manager II position and 3.0 FTE Information Systems Manager I position, and \$15,000 in one-time funds for space configuration and computer equipment.

**Service Impact:** The project to stabilize and enhance the Tax Collection and Apportionment System (TCAS) has had great success over the past few years. Most of the work has been done by a group of contractors. While their skills are exceptional, the County needs to begin to

develop an in-house team to work alongside the contractors to bring both greater long-term stability and cost savings. The DTAC currently has 3.0 FTE employees and 11.0 contractors dedicated to TCAS. The addition of the 4.0 FTE positions will provide a cost savings of approximately 25 percent to 35 percent.

The approach to phasing out and replacing consulting resources will be conservative and done over an extended timeframe. Each position replaced will take approximately one to two years due to two reasons. The first is the difficulty to attract and hire information technology specialists for permanent positions. The IT

market is currently very competitive and hiring continues to be a challenge countywide. The second reason is the time it takes to bring a resource up to speed on California property tax functionality. The County has a custom system that serves its business well, but the system is also uncommon and does not have a corollary outside of California counties.

**Positions Added: 4.0 FTE**  
**Ongoing Cost: \$567,709**  
**One-time Cost: \$15,000**

### Department of Tax & Collections— Budget Unit 111 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2213	Tax Collector-AB 589 Fund 0001-Closed FY18	\$ —	\$ 1,944	\$ —	\$ —	(1,944)	-100.0%
2148	Revenue Fund 0001	10,392,683	12,071,528	13,274,685	12,755,920	684,391	5.7%
2214	Tax Collection & Apportionment Sys Fund 0001	3,278,725	3,303,114	2,570,300	3,652,077	348,963	10.6%
2212	Tax Collector Fund 0001	8,014,137	8,751,275	9,352,289	8,916,123	164,848	1.9%
2215	Recovery of Aid Program- Fund 0001	—	—	—	326,196	326,196	n/a
<b>Total Net Expenditures</b>		<b>\$ 21,685,545</b>	<b>\$ 24,127,862</b>	<b>\$ 25,197,274</b>	<b>\$ 25,650,316</b>	<b>\$ 1,522,454</b>	<b>6.3%</b>

### Department of Tax & Collections— Budget Unit 111 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2213	Tax Collector-AB 589 Fund 0001-Closed FY18	\$ —	\$ 1,944	\$ —	\$ —	(1,944)	-100.0%
2148	Revenue Fund 0001	10,392,683	12,071,528	13,274,685	12,755,920	684,391	5.7%
2214	Tax Collection & Apportionment Sys Fund 0001	3,278,725	3,303,114	2,570,300	3,652,077	348,963	10.6%
2212	Tax Collector Fund 0001	8,014,137	8,751,275	9,352,289	8,916,123	164,848	1.9%
2215	Recovery of Aid Program- Fund 0001	—	—	—	2,660,955	2,660,955	n/a
<b>Total Gross Expenditures</b>		<b>\$ 21,685,545</b>	<b>\$ 24,127,862</b>	<b>\$ 25,197,274</b>	<b>\$ 27,985,075</b>	<b>\$ 3,857,213</b>	<b>16.0%</b>



### Department of Tax & Collections— Budget Unit 111 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 15,634,158	\$ 17,192,105	\$ 17,982,689	\$ 19,834,033	\$ 2,641,928	15.4%
Services And Supplies	5,996,171	6,935,757	7,214,585	8,151,042	1,215,285	17.5%
Fixed Assets	55,216	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 21,685,545</b>	<b>\$ 24,127,862</b>	<b>\$ 25,197,274</b>	<b>\$ 27,985,075</b>	<b>\$ 3,857,213</b>	<b>16.0%</b>
Expenditure Transfers	—	—	—	(2,334,759)	(2,334,759)	n/a
<b>Total Net Expenditures</b>	<b>\$ 21,685,545</b>	<b>\$ 24,127,862</b>	<b>\$ 25,197,274</b>	<b>\$ 25,650,316</b>	<b>\$ 1,522,454</b>	<b>6.3%</b>

### Department of Tax & Collections— Budget Unit 111 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2148	Revenue Fund 0001	\$ 13,750,941	\$ 13,651,400	\$ 13,713,400	\$ 13,713,400	\$ 62,000	0.5%
2214	Tax Collection & Apportionment Sys Fund 0001	450,000	450,000	450,000	450,000	—	—
2212	Tax Collector Fund 0001	6,101,618	5,710,000	2,110,000	2,110,000	(3,600,000)	-63.0%
	<b>Total Revenues</b>	<b>\$ 20,302,559</b>	<b>\$ 19,811,400</b>	<b>\$ 16,273,400</b>	<b>\$ 16,273,400</b>	<b>\$ (3,538,000)</b>	<b>-17.9%</b>

### Department of Tax & Collections— Budget Unit 111 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Taxes - Other Than Current Property	\$ 523,687	\$ 480,000	\$ 480,000	\$ 480,000	—	—
Licenses, Permits, Franchises	1,717,043	1,850,000	1,850,000	1,850,000	—	—
Fines, Forfeitures, Penalties	1,963,175	1,908,400	1,908,400	1,908,400	—	—
Charges For Services	13,827,933	13,343,000	9,770,000	9,770,000	(3,573,000)	-26.8%
Other Financing Sources	1,871,826	1,770,000	1,805,000	1,805,000	35,000	2.0%
Revenue From Use Of Money/Property	398,895	460,000	460,000	460,000	—	—
<b>Total Revenues</b>	<b>\$ 20,302,559</b>	<b>\$ 19,811,400</b>	<b>\$ 16,273,400</b>	<b>\$ 16,273,400</b>	<b>\$ (3,538,000)</b>	<b>-17.9%</b>



**Tax Collector-AB 589 Fund 0001-Closed FY18 — 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 2017 Approved Budget	—	\$ 1,944	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,944)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>

**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 2017 Approved Budget	90.0	\$ 12,071,528	\$ 13,651,400
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	288,080	—
IntraCounty Adjustments	—	971,448	—
Other Adjustments	—	(56,372)	62,000
<b>Subtotal (Current Level Budget)</b>	<b>90.0</b>	<b>\$ 13,274,685</b>	<b>\$ 13,713,400</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 83,727	\$ —
Decision Packages			
SCC.01 Restructuring the County's Collections Departments	-3.0	(580,900)	—
Reduce PERS by \$7M due to prepayment of UAL	—	(21,592)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-3.0</b>	<b>\$ (518,765)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>87.0</b>	<b>\$ 12,755,920</b>	<b>\$ 13,713,400</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 2017 Approved Budget	3.0	\$ 3,303,114	\$ 450,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	73,173	—
IntraCounty Adjustments	—	(7,784)	—
Other Adjustments	—	(798,203)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 2,570,300</b>	<b>\$ 450,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
112.1 Ongoing In-house Staffing Resources to Support TCAS	4.0	582,709	—
Reduce PERS by \$7M due to prepayment of UAL	—	(932)	—
Information Technology			
BU112 Continuation - Final year - TCAS Enhancement	—	500,000	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>4.0</b>	<b>\$ 1,081,777</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 3,652,077</b>	<b>\$ 450,000</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 2017 Approved Budget	53.0	\$ 8,751,275	\$ 5,710,000
Board Approved Adjustments During FY 2017	4.0	399,267	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	129,873	—
IntraCounty Adjustments	—	117,108	—
Other Adjustments	—	(45,234)	(3,600,000)
<b>Subtotal (Current Level Budget)</b>	<b>57.0</b>	<b>\$ 9,352,289</b>	<b>\$ 2,110,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 20,973	\$ —
Decision Packages			
SCC.01 Restructuring the County's Collections Departments	-2.0	(443,943)	—



**Tax Collector Fund 0001 — Cost Center 2212**  
**Major Changes to the Budget**

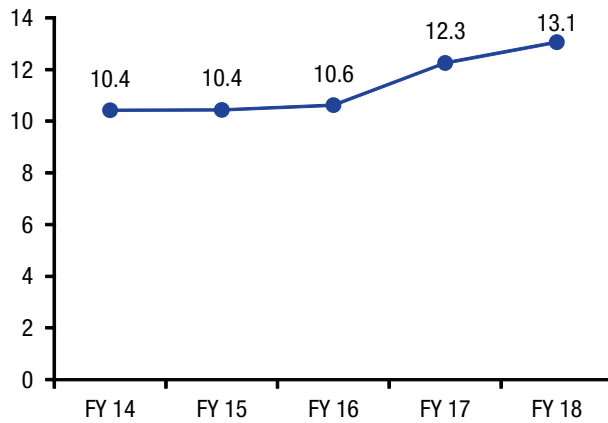
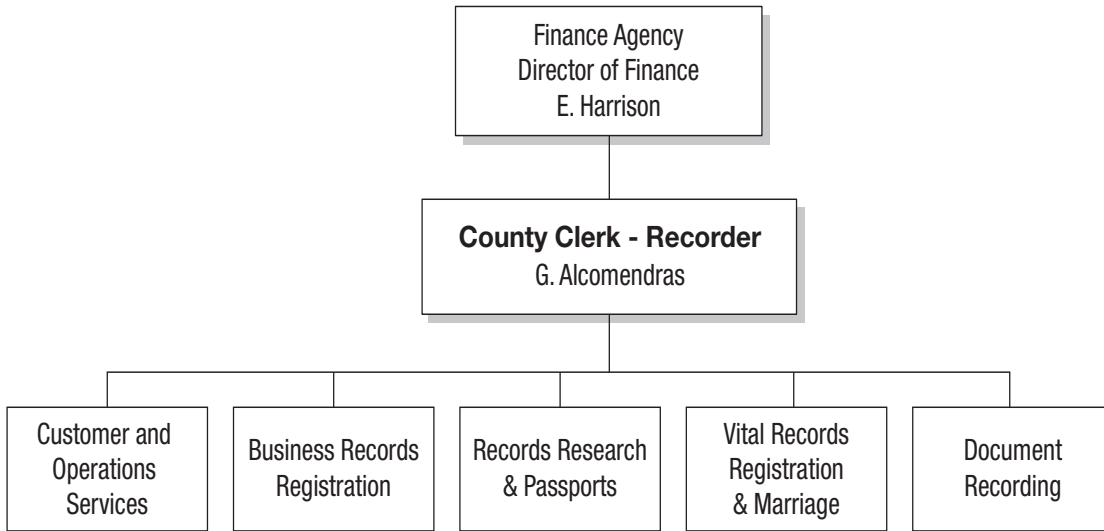
	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(13,196)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-2.0</b>	<b>\$ (436,166)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>55.0</b>	<b>\$ 8,916,123</b>	<b>\$ 2,110,000</b>

**Recovery of Aid Program-Fund 0001 — Cost Center 2215**  
**Major Changes to the Budget**

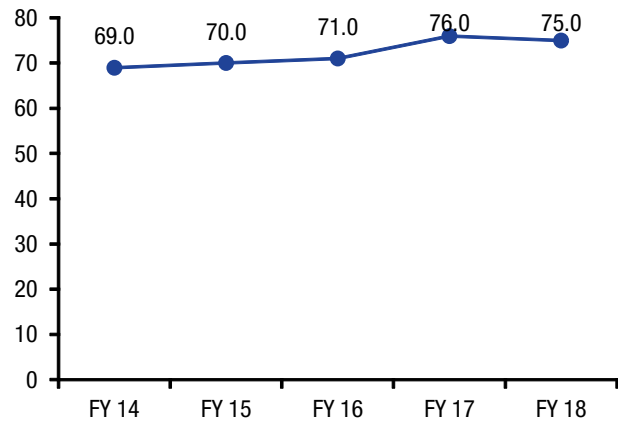
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (2,334,759)	\$ —
Decision Packages			
SCC.01 Restructuring the County's Collections Departments	20.0	2,660,955	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>20.0</b>	<b>\$ 326,196</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>20.0</b>	<b>\$ 326,196</b>	<b>\$ —</b>



# County Clerk-Recorder's Office



**Gross Appropriation Trend**



**Staffing Trend**







## 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)
- official records (real estate records)
- business records (fictitious business names, notaries and para-professional)

These records are preserved to provide a true, accurate, and readily accessible account of important events in the lives of Santa Clara County residents. Recording and registering these documents serve to protect against fraud and error in various business, legal, and personal transactions.

All the departmental functions are mandated by law except for passport photography and administration, deputizing of one-day marriage commissioners, performance of marriage ceremonies, and witness and notary acknowledgment services.

In addition to examining and recording mortgages, deeds, and other official records, the Office collects transfer taxes and other fees. Official records are available for research and viewing by the public on dedicated computer monitors. The Office also maintains and indexes electronic copies of all birth and death certificates. Plain and certified copies of official records and maps, as well as certified copies of vital records, are available for purchase. As the County Clerk, the Office processes Fictitious Business statements, administers notary oaths and maintains notary records, acts as custodian for various oaths of office, and registers various public agencies and professional agents.

## Measure of Success

**Customer Wait-Time:** The County Clerk-Recorder will focus on improving customer wait-time for the official records, vital records, fictitious business name, marriages, passports and other clerk services the Clerk-

Recorder provides to County residents. These measurements will help the Department determine the level of customer service through metrics and where

improvements are needed. As a result, the Department will be able to continue to improve customer experience through a higher degree of efficiency.

County Clerk-Recorder	FY 15-16	FY 16-17	FY 17-18
Measure of Success	Actual	Anticipated	Targeted
Improve Customer Wait-Time			
Official Records	16 minutes	16 minutes	15 minutes
Vital Records	16 minutes	16 minutes	15 minutes
Fictitious Business Name	16 minutes	16 minutes	15 minutes
Marriages	24 minutes	24 minutes	23 minutes
Passports	19 minutes	19 minutes	18 minutes
Other Clerk Services	23 minutes	23 minutes	22 minutes

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Transfer 4.0 FTE Positions to the General Fund	◆	Improve customer service and enhance operational efficiency	—	—	—
Allocate Resources for Continuity of Service	↑	Enable the Department to resume services to the public in the case of a disaster	—	—	\$50,000
Allocate Resources for Multi-language Queuing System	↑	Enhance public access with better technology	—	—	\$200,000
Allocate Resources for Ongoing Conversion Project	↑	Enhance infrastructure and improve efficiency	—	\$300,000	—
Allocate Funding for Server and Network Storage Enhancements	↑	Enhance continuity of operations	—	—	\$700,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ◆ Transfer 4.0 FTE Positions to the General Fund

**Recommended Action:** Transfer 4.0 FTE filled positions from the Clerk-Recorder's Modernization Fund to the General Fund.

#### Summary of Position Changes

Classification	FTE	Cost/(Savings)
Assistant County Clerk-Recorder	1.0	\$188,223
Program Manager II	1.0	\$184,471
Clerk-Recorder Office Specialist III	1.0	\$114,179
Associate Management Analyst B	1.0	\$123,551
<b>Total</b>	<b>4.0</b>	<b>\$610,424</b>

**Service Impact:** Shifting the cost of these positions from the Clerk-Recorder's Modernization Fund to the General Fund will give the Clerk-Recorder more flexibility to use the Modernization Fund to upgrade its equipment and invest in systems restoration projects. These projects, including the ongoing historical books preservations, network and server replacements, Disaster Recovery Center, digital reel conversion, multi-language queuing systems, and maintenance of the new Eagle Recorder System will improve service to the public, as well as enhanced operational efficiency.

**Background:** The intended use of the Modernization Fund under Government Code 27361(c) is to enhance technology projects specifically for "modernized



creation, retention, and retrieval of information in each county's system of recorded documents." In accordance with this code, a surcharge fee of \$1 per page for each recorded document was enacted to insure the ongoing maintenance of the Clerk-Recorder's systems.

By mandate, the Clerk-Recorder is the custodian of records for the County. The Department is required to preserve over 17 million records dating back to 1887. The preservation of these records is ongoing due to changes in technology, climate, and security. Recording and registering these records serve to protect citizens against fraud and error in various business, legal and personal transactions.

**Ongoing Cost: \$0**

### ↑ Allocate Resources for Continuity of Service

**Recommended Action:** Allocate one-time funding of \$50,000 for the Disaster Recovery Project.

**Service Impact:** In FY 14-15, the Board of Supervisors approved funding for an offsite disaster recovery solution to ensure the Department continues to provide mandated services to the public in the event of a disaster or local information technology service interruption. The Department implemented a redundant data center at an offsite location that mirrors server and storage hardware infrastructure and replicates the software environment. The acquisition of additional workstations, peripherals, power generators, as well as embossers, security paper, office supplies, and storage media, will enable the Department to resume normal operations within 24 hours during a disaster or power outage. The industry standard for clerk-recorder's offices to resume services is 72 hours.

**One-time Cost: \$50,000**

Funding will be allocated from the Clerk-Recorder's Modernization Fund

### ↑ Allocate Resources for Multi-language Queuing System

**Recommended Action:** Allocate one-time funding of \$200,000 to implement a new multi-functional queuing system.

**Service Impact:** In FY 14-15, the Board of Supervisors approved funding to upgrade and enhance the Department's queuing system. The current system places customers in queue and assigns ticket numbers appropriate to a specific service counter. In addition to measuring customer wait-time, the system provides a triage system and assists the Department in diverting additional staffing support where there is a high demand for specific services, such as sales of birth certificates or passport application services. While this upgrade has improved customer service and wait-time, the Department has identified opportunities to improve system functionality. The new queuing system will include a multi-language option, mobile device compatibility, and online scheduling. The new feature will result in enhanced customer service and employee efficiency, while reducing wait-time for customers.

**One-time Cost: \$200,000**

Funding will be allocated from the Clerk-Recorder's Modernization Fund

### ↑ Allocate Resources for Conversion Project

**Recommended Action:** Allocate an ongoing appropriation of \$300,000 for the Image Conversion Project.

**Service Impact:** The Department is responsible for protecting, preserving, and maintaining access to the history of the lives of Santa Clara County residents. These records, which include vital and land records, are stored in books and film which date back to 1858. Digitizing these records is required by law to preserve the data. This is a multi-year project that began in FY 15-16 with initial funding to convert film records through 1980. This recommended action will start the next phase of the project to convert document images for film records from 1960-1979.

**Ongoing Cost: \$300,000**

Funding will be allocated from the Clerk-Recorder's Modernization Fund

### ↑ Allocate funding for Server and Storage Enhancements

**Recommended Action:** Allocate one-time funding of \$700,000 to acquire additional server and network storage enhancements.

**Service Impact:** Additional server and network storage enhancements and maintenance of the servers will enhance the continuity of operations in the office. Additional storage is required for the new Clerk-

Recorder system, the replacement of existing server and network storage devices approaching support end-of-life and the digital conversion projects.

**Ongoing Cost: \$700,000**

Funding will be allocated from the Social Security Number Truncation Fund

### County Recorder— Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
011401	County Recorder	\$ 8,831,660	\$ 11,187,879	\$ 10,773,220	\$ 12,017,110	\$ 829,231	7.4%
011402	County Recorder -Fund 0001	1,041,174	1,068,476	1,045,692	1,043,681	(24,795)	-2.3%
<b>Total Net Expenditures</b>		<b>\$ 9,872,834</b>	<b>\$ 12,256,355</b>	<b>\$ 11,818,912</b>	<b>\$ 13,060,791</b>	<b>\$ 804,436</b>	<b>6.6%</b>

### County Recorder— Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
011401	County Recorder	\$ 8,831,660	\$ 11,187,879	\$ 10,773,220	\$ 12,017,110	\$ 829,231	7.4%
011402	County Recorder -Fund 0001	1,041,174	1,068,476	1,045,692	1,043,681	(24,795)	-2.3%
<b>Total Gross Expenditures</b>		<b>\$ 9,872,834</b>	<b>\$ 12,256,355</b>	<b>\$ 11,818,912</b>	<b>\$ 13,060,791</b>	<b>\$ 804,436</b>	<b>6.6%</b>

### County Recorder— Budget Unit 114 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 7,581,379	\$ 8,613,308	\$ 8,754,813	\$ 8,737,459	\$ 124,151	1.4%
Services And Supplies	2,291,455	3,073,460	2,995,112	4,194,345	1,120,885	36.5%
Fixed Assets	—	—	—	60,000	60,000	n/a
Operating/Equity Transfers	—	543,987	68,987	68,987	(475,000)	-87.3%
Reserves	—	25,600	—	—	(25,600)	-100.0%
<b>Total Net Expenditures</b>	<b>\$ 9,872,834</b>	<b>\$ 12,256,355</b>	<b>\$ 11,818,912</b>	<b>\$ 13,060,791</b>	<b>\$ 804,436</b>	<b>6.6%</b>



### County Recorder— Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
011401	County Recorder	\$ 39,191,593	\$ 42,901,401	\$ 42,921,287	\$ 42,921,287	\$ 19,886	0.0%
011402	County Recorder -Fund 0001	1,691,079	1,699,000	1,720,000	1,720,000	21,000	1.2%
<b>Total Revenues</b>		<b>\$ 40,882,671</b>	<b>\$ 44,600,401</b>	<b>\$ 44,641,287</b>	<b>\$ 44,641,287</b>	<b>\$ 40,886</b>	<b>0.1%</b>

### County Recorder— Budget Unit 114 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 113,587	\$ 41,500	\$ 41,500	\$ 41,500	—	—
Charges For Services	10,566,596	12,240,914	12,266,800	12,266,800	25,886	0.2%
Other Financing Sources	405,750	472,987	446,987	446,987	(26,000)	-5.5%
Taxes - Other Than Current Property	28,357,369	30,400,000	30,400,000	30,400,000	—	—
Licenses, Permits, Franchises	1,439,370	1,445,000	1,486,000	1,486,000	41,000	2.8%
<b>Total Revenues</b>	<b>\$ 40,882,671</b>	<b>\$ 44,600,401</b>	<b>\$ 44,641,287</b>	<b>\$ 44,641,287</b>	<b>\$ 40,886</b>	<b>0.1%</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 2017 Approved Budget	—	\$ 15,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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 2018</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>



## County Recorder — Cost Center 011401

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0120-Clerk-Recorder's E-Recording Fund (Fund Number 0120)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	1.0	\$ 400,613	\$ 382,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	19,248	—
IntraCounty Adjustments	—	(3,049)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 416,812</b>	<b>\$ 382,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(417)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (417)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 416,395</b>	<b>\$ 382,000</b>
<b>0121-Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	2.0	\$ 480,662	\$ 383,500
Board Approved Adjustments During FY 2017	-1.0	(118,879)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,832	—
IntraCounty Adjustments	—	(4,549)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 373,066</b>	<b>\$ 383,500</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
114.4 Funding for Server and Network Storage Enhancements	—	700,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(367)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 699,633</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 1,072,699</b>	<b>\$ 383,500</b>
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	54.0	\$ 6,830,031	\$ 39,647,165
Board Approved Adjustments During FY 2017	—	(3,238)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	193,071	—



## County Recorder — Cost Center 011401

### Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	258,800	—
Other Adjustments	—	9,492	(147,378)
<b>Subtotal (Current Level Budget)</b>	<b>54.0</b>	<b>\$ 7,288,156</b>	<b>\$ 39,499,787</b>

#### Recommended Changes for FY 2018

IntraCounty Adjustments	—	\$ 9,233	\$ —
Decision Packages			
114.1 Transfer 4.0 FTE Positions to the General Fund	4.0	610,424	—
Reduce PERS by \$7M due to prepayment of UAL	—	(11,750)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>4.0</b>	<b>\$ 607,907</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>58.0</b>	<b>\$ 7,896,063</b>	<b>\$ 39,499,787</b>

#### 0024-Vital Records Improvement Fund (Fund Number 0024)

#### Current Level Budget

FY 2017 Approved Budget	—	\$ 65,294	\$ 277,736
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	179	—
Other Adjustments	—	(56,376)	(32,736)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 9,097</b>	<b>\$ 245,000</b>

#### Recommended Changes for FY 2018

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>\$ 9,097</b>	<b>\$ 245,000</b>

#### 0026-Recorders Modernization Fund (Fund Number 0026)

#### Current Level Budget

FY 2017 Approved Budget	8.0	\$ 2,964,144	\$ 1,830,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,712	—
IntraCounty Adjustments	—	(13,109)	—
Other Adjustments	—	(784,523)	200,000
<b>Subtotal (Current Level Budget)</b>	<b>8.0</b>	<b>\$ 2,228,225</b>	<b>\$ 2,030,000</b>

#### Recommended Changes for FY 2018

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
114.5 Allocate Resources for Ongoing Conversion Project	—	300,000	—
114.2 One-time Allocation for Multi-language Queuing System	—	200,000	—



### County Recorder — Cost Center 011401 Major Changes to the Budget

	Positions	Appropriations	Revenues
114.3 Allocate Resources for Continuity of Service	—	50,000	—
114.1 Transfer 4.0 FTE Positions to the General Fund	-4.0	(610,424)	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,447)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-4.0</b>	<b>\$ (62,871)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 2,165,354</b>	<b>\$ 2,030,000</b>

**0027-Recorders Document Storage Fund (Fund Number 0027)**

<b>Current Level Budget</b>			
FY 2017 Approved Budget	2.0	\$ 432,135	\$ 381,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,099	—
IntraCounty Adjustments	—	(4,370)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>2.0</b>	<b>\$ 442,864</b>	<b>\$ 381,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(362)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (362)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 442,502</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 2017 Approved Budget	9.0	\$ 1,068,476	\$ 1,699,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,007	—
IntraCounty Adjustments	—	(27,250)	—
Other Adjustments	—	(6,541)	21,000
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 1,045,692</b>	<b>\$ 1,720,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			





**County Recorder -Fund 0001 — Cost Center 011402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(2,011)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (2,011)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>9.0</b>	<b>\$ 1,043,681</b>	<b>\$ 1,720,000</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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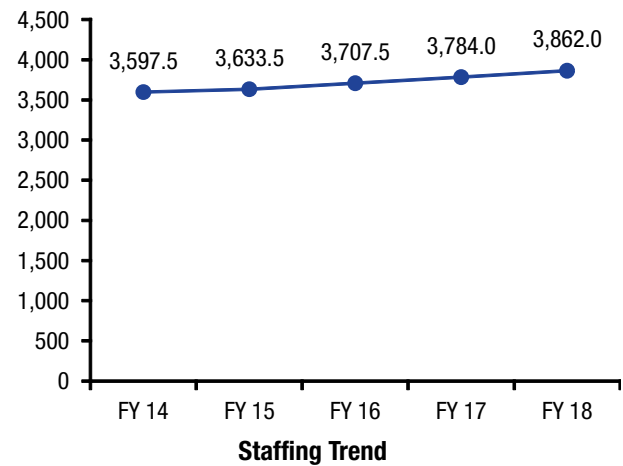
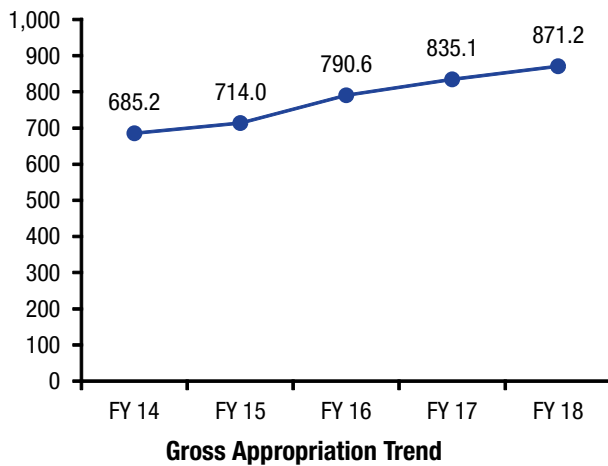
## Departments

- 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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
202	District Attorney Department	\$ 114,728,731	\$ 123,017,792	\$ 125,247,954	\$ 127,019,872	\$ 4,002,081	3.3%
204	Public Defender	57,634,484	61,085,042	62,456,497	63,955,345	2,870,303	4.7%
210	Office of Pretrial Services	6,008,873	6,598,640	6,536,848	6,555,778	(42,862)	-0.6%
217	Criminal Justice Support	44,318,387	52,797,943	43,424,795	52,119,515	(678,428)	-1.3%
230	Sheriff's Department	145,406,304	157,807,896	171,503,437	171,280,512	13,472,616	8.5%
235	Sheriff's Doc Contract	139,177,262	144,480,336	146,621,919	146,009,323	1,528,987	1.1%
240	Department of Correction	94,791,607	96,593,753	99,077,796	103,362,396	6,768,642	7.0%
246	Probation Department	158,143,617	171,680,928	174,699,147	175,364,998	3,684,071	2.1%
293	Med Exam-Coroner Fund 0001	4,247,115	4,776,928	5,631,974	6,312,757	1,535,829	32.2%
<b>Total Net Expenditures</b>		<b>\$ 764,456,380</b>	<b>\$ 818,839,258</b>	<b>\$ 835,200,368</b>	<b>\$ 851,980,497</b>	<b>\$ 33,141,239</b>	<b>4.0%</b>

## Gross Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
202	District Attorney Department	\$ 124,698,822	\$ 132,628,782	\$ 138,172,318	\$ 139,944,236	\$ 7,315,454	5.5%
204	Public Defender	57,891,882	61,342,440	62,713,895	64,212,743	2,870,303	4.7%
210	Office of Pretrial Services	6,133,179	6,875,893	6,814,101	6,833,031	(42,862)	-0.6%
217	Criminal Justice Support	44,318,387	52,797,943	43,424,795	52,119,515	(678,428)	-1.3%
230	Sheriff's Department	151,879,126	163,364,597	176,713,992	176,491,067	13,126,470	8.0%
235	Sheriff's Doc Contract	139,177,262	144,480,336	146,621,919	146,009,323	1,528,987	1.1%
240	Department of Correction	94,966,627	96,777,560	99,265,138	103,549,738	6,772,177	7.0%
246	Probation Department	158,448,310	172,083,538	175,101,757	175,767,608	3,684,071	2.1%
293	Med Exam-Coroner Fund 0001	4,247,115	4,776,928	5,631,974	6,312,757	1,535,829	32.2%
<b>Total Gross Expenditures</b>		<b>\$ 781,760,709</b>	<b>\$ 835,128,017</b>	<b>\$ 854,459,889</b>	<b>\$ 871,240,018</b>	<b>\$ 36,112,001</b>	<b>4.3%</b>

## Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
202	District Attorney Department	\$ 18,691,696	\$ 19,734,838	\$ 21,334,455	\$ 21,434,455	\$ 1,699,617	8.6%
204	Public Defender	1,106,846	1,236,335	1,213,335	1,213,335	(23,000)	-1.9%
210	Office of Pretrial Services	1,138,223	1,326,562	1,326,562	1,039,562	(287,000)	-21.6%
217	Criminal Justice Support	209,881,982	230,421,091	221,012,146	229,706,866	(714,225)	-0.3%
230	Sheriff's Department	66,200,659	68,320,274	75,984,020	75,984,020	7,663,746	11.2%

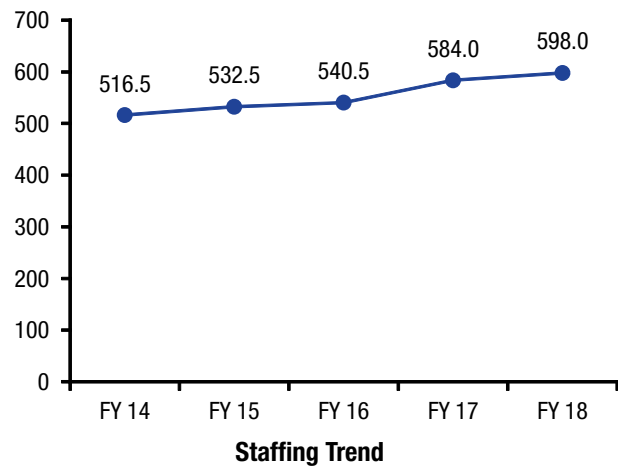
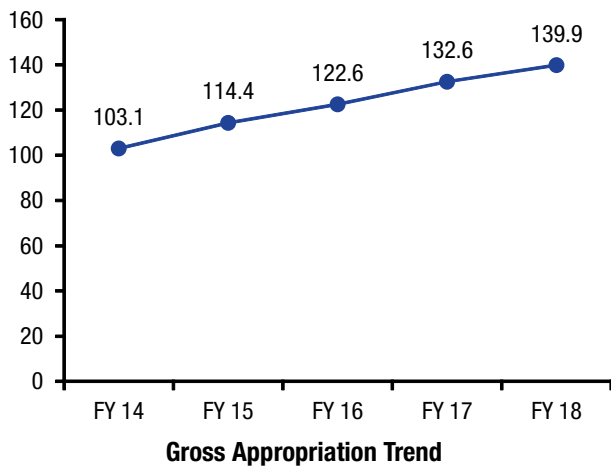
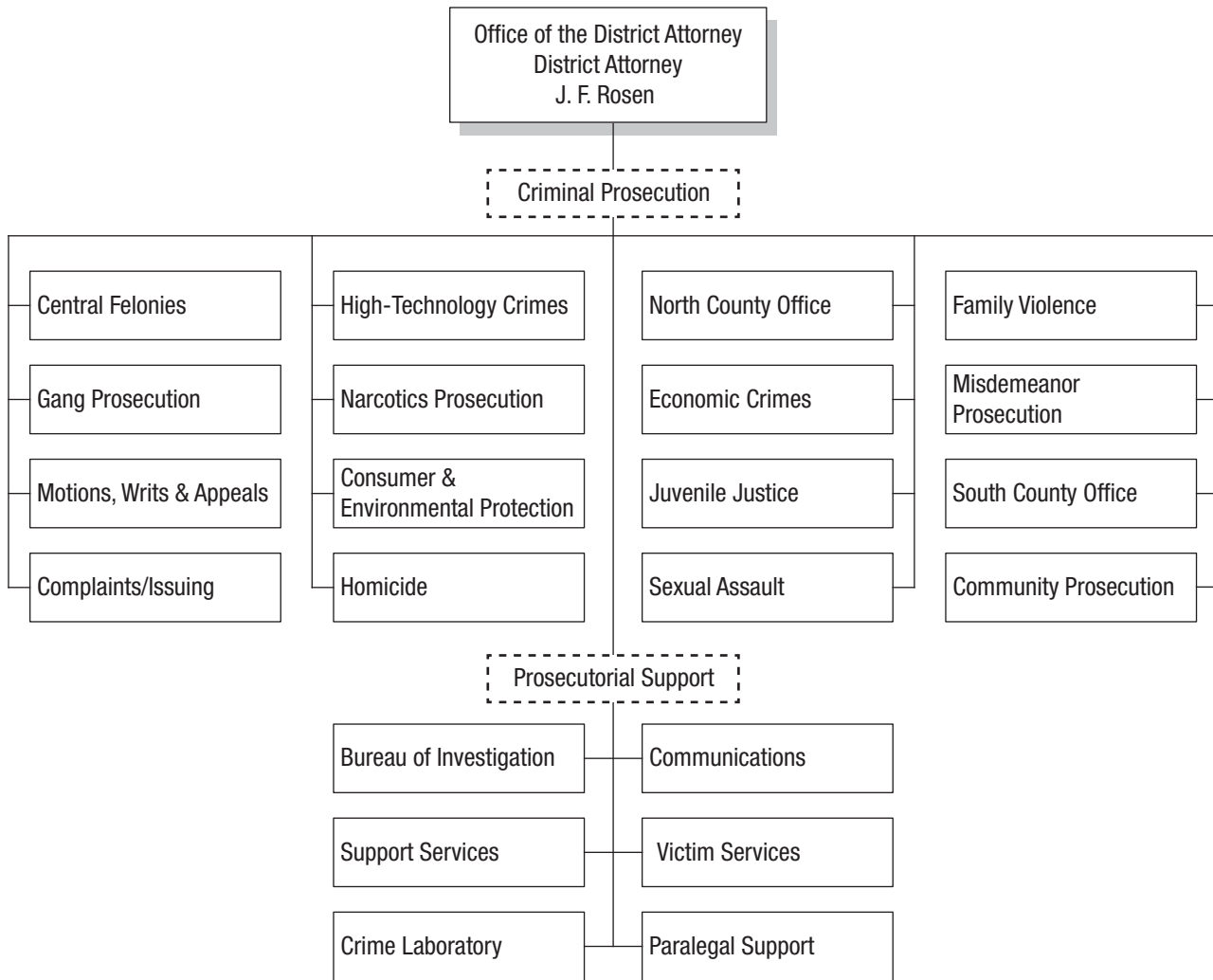


## Revenues By Department

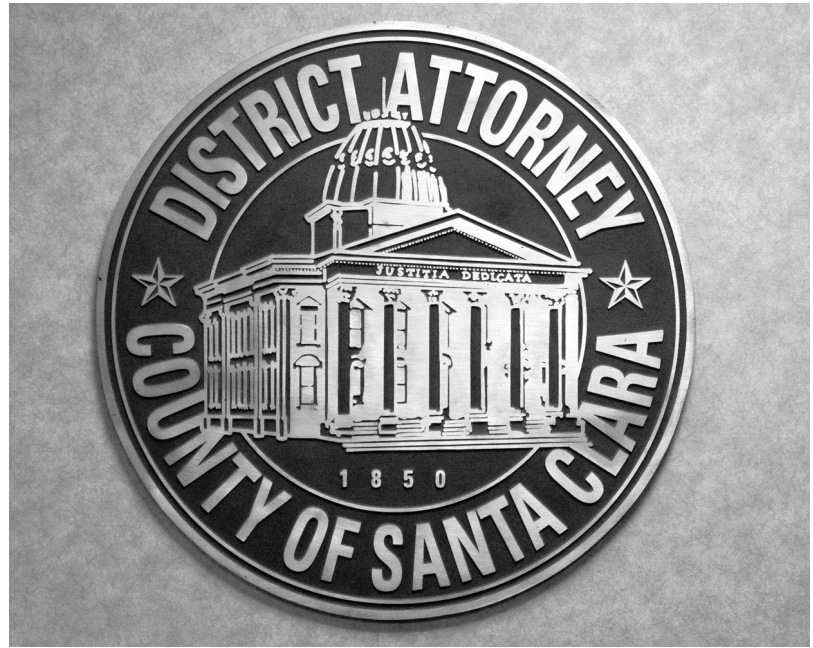
BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
235	Sheriff's Doc Contract	9,390,658	9,225,525	9,225,525	9,225,525	—	—
240	Department of Correction	14,490,183	10,950,126	3,732,537	3,732,537	(7,217,589)	-65.9%
246	Probation Department	42,917,250	39,759,774	45,257,553	45,290,886	5,531,112	13.9%
293	Med Exam-Coroner Fund 0001	344,532	341,367	341,367	341,367	—	—
<b>Total Revenues \$</b>		<b>364,162,029 \$</b>	<b>381,315,892 \$</b>	<b>379,427,500 \$</b>	<b>387,968,553 \$</b>	<b>6,652,661</b>	<b>1.7%</b>



# Office of the District Attorney







## Description of Major Services

### Criminal Prosecution

The District Attorney (DA), through investigation and prompt, professional prosecution, contributes to the County having one of the lowest crime rates among California's large counties and among the lowest nationally for metropolitan areas.

The attorneys prosecute both felony and misdemeanor crimes throughout the County, with the help of investigators, criminalists, paralegals, clerical staff, and administrative staff. The Office is organized by types of crime and uses 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 the homicide, sexual assault, and gang violence units, in part because it helps the Office best serve victims and their families in those types of cases.

The key crime types that serve as the organizational basis for attorney teams include homicide, gang prosecution, sexual assault, family violence, violent felonies, other felony types, high technology crimes, consumer and environmental protection, economic crimes, narcotics crimes, juvenile justice cases, and

misdemeanors. Smaller, specialized units within those teams focus on areas such as cold cases, career criminal prosecution, and public integrity.

Attorneys on these teams appear in court for arraignments, hearings, and trials. They interact with defense attorneys, the courts and with victims, witnesses, law enforcement, and others who are involved in the cases to which they are assigned.

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.

### Complaints and Issuing

This team consists of several experienced attorneys responsible for reviewing all nonvertical law enforcement referrals. The review process includes careful examination of police reports, associated documents, and materials, as well as criminal history information to determine which criminal charges should be filed, if any.

This team also considers whether other available alternatives to criminal prosecution or a combination of alternatives would be effective and appropriate, such as existing supervisions mechanisms (i.e., parole,

probation, other) and diversion programs. Part of this responsibility is for pre-filing review of criminal citations to identify cases for possible diversion to alternatives to the traditional criminal prosecution model.

### **Motions, Writs and Appeals**

This team litigates pretrial motions and writs related to ongoing criminal cases. The team drafts appeals and responses to appeals in felony and misdemeanor cases that have completed adjudication in Superior Court. The team responds to allegations of prosecutorial misconduct, investigates claims of wrongful convictions, and coordinates minimum continuing legal education for lawyers in the Office, as well as provides training to prosecutors in other counties throughout the State. This team also oversees the law clerk program to expose current law students to the work of our Office and does extensive post-conviction work on habeas corpus cases and immigration matters.

### **Community Prosecution**

This team works proactively within targeted communities to prevent crimes and help neighborhoods deal with specific issues related to crime. The team focuses on collaboration with law enforcement agencies and community leaders, public education, and investigation and prosecution of crimes 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.

### **Bureau of Investigation**

The Bureau of Investigation is the peace officer unit of the DA's Office and performs a variety of prosecutorial duties. The District Attorney's Bureau of Investigation has statutory or customary original investigative jurisdiction in several subject matters, such as parental child abduction and child stealing, public corruption, and many white-collar crimes.

The Bureau of Investigation is responsible for providing investigative support for all cases involving death or serious injury to a child in the 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.

Investigators also support prosecutors in preparing cases for prosecution after charges have been filed, participate in the Regional Auto Theft Task Force

(RATTF), and manages the Rapid Enforcement Allied Computer Team (REACT), a high-tech task force that supports five Bay Area counties.

### **Crime Laboratory**

The District Attorney's Crime Laboratory is a nationally accredited forensic laboratory serving all criminal justice agencies in the 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 user agencies. Service is provided in the major analytical disciplines of controlled substance analysis, firearms and tool marks, forensic biology (DNA), forensic toxicology, latent print processing, questioned documents, trace evidence, and computer crimes.

The Crime Laboratory is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board for the disciplines listed above.

### **Victim Services**

Victim Services provides crisis and follow-up counseling, emergency assistance, resources and referrals to other agencies, assistance with return of property taken as evidence, court assistance and support, victim compensation applications, information and 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, relocation for domestic violence victims and sexual assault victims, and home security if the victim is in danger of harm from the offender.

## Measures of Success

**Processing Time for Criminal Cases:** The Office will measure the average turnaround time (in days) for the processing time of criminal cases. The tracking will be initiated from the time that criminal charging information is logged in by the Issuing Unit, after receipt from a law enforcement agency, until a charging decision is made. This measurement is useful because it will help determine how well the Office is completing this element of the process of a criminal case. The results may lead to reducing the turnaround time. The Issuing Unit tracks when information is received from law enforcement agencies and when charging decisions based on that information are made. The Office will need to collect, compile, and report this information and will report this data as part of the Recommended Budget next fiscal year.

**Victims per Person Crime Served:** The Office will measure the ability of the Victim Services Unit (VSU) to reach as many victims of crime as possible in the County. Since absorbing the victim services function from a former contractor, the VSU has increased the number of victims served because of its visibility within the Office. The VSU currently tracks the number of victims it serves, but there is no way to determine the number of victims of a crime until they come to the Office for service. This measure will track the number of victims served as compared with the number of crimes against people (such as murder, sexual assault, etc.) charged.

Office of the District Attorney	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Measure(s) of Success	Actual	Actual	Actual	Anticipated	Targeted
Victims per person crime served	0.88	0.79	1.67	1.60	1.75



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Implement Truancy Reform	↑	Reduce truancy in the County	1.0	\$173,076	(\$35,269)
Implement Gun Violence Reduction and DNA Processing Improvements	↑	Improve turnaround time for analysis of firearm evidence	5.0	\$540,635	(\$120,159)
Expand Parent Project	↑	Broaden the reach of services to families with at-risk youth.	4.0	\$401,780	(\$68,445)
Add Labor Trafficking Investigator	↑	Dedicate resources to investigate and prosecute labor trafficking cases	1.0	\$174,157	(\$2,789)
Enhance Coordination in the Community Prosecution Unit	↑	Provide leadership and support for the Community Prosecutors Unit	1.0	\$173,076	(\$35,269)
Increase Funding for Crime Lab Equipment	↑	Enhance analysis capabilities for certain materials	—	—	\$220,000
Increase Funding for Crime Lab Training	↑	Provide funding for training and licenses	—	—	\$80,000
Increase Paralegal Supervision	↑	Reduce span of control and enhance ability to provide strategic direction	1.0	\$141,304	(\$27,326)
Expand Victim Services to Juvenile Justice System	↑	Provide existing victim services to juvenile cases	1.0	\$101,291	(\$17,322)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Implement Truancy Reform

**Recommended Action:** Add 1.0 FTE Attorney I position to change the County's practices for truancy prevention and allocate one-time funds of \$8,000 for systems, equipment, furniture, and supplies.

**Service Impact:** The truancy diversion hearings will be led by the attorney, who will also focus on engaging in middle school truancy issues in East San Jose and assisting the community prosecutor serving East San Jose on various efforts, including the Public Health Department's East San Jose PEACE Partnership Initiative to study the root causes of violence in that area.

**Background** The Superior Court, Probation, and the DA's Office have worked together to develop a series of reforms to the County's approach to truancy prevention. The reforms include disbanding the Truancy Court and instead directing truants to the DA's truancy diversion programs, directing criminal misdemeanor diversion cases to Probation's existing programs, redirecting juvenile traffic infractions to adult

traffic court, instituting an amnesty program for outstanding truancy fees and fines, and instituting DA truancy diversion hearings focused on motivating truant youth to return to school without imposing fees and fines.

**Positions Added: 1.0**  
**Ongoing Cost: \$173,076**  
**One-time Net Savings: \$35,269**  
 Salary savings reflecting time for recruitment: \$43,269  
 Services and Supplies: \$8,000

#### ↑ Implement Gun Violence Reduction and DNA Processing Improvements

**Recommended Action:** Add 5.0 FTE Criminalists I positions to process firearms and DNA evidence in support of a countywide gun violence reduction project, recognize \$100,000 in ongoing revenue, and allocate one-time funds of \$40,000 for systems, equipment, furniture, and supplies.

**Service Impact:** This collaborative and evidence-based project will hire personnel to process firearms evidence, solve more gun crimes, and bring the perpetrators of gun-related crime to justice. This recommendation involves police submitting 100 percent of appropriate collected guns for processing by the new lab employees. These employees will immediately process all submitted firearms in four manners:

- visually examine the weapon for trace evidence,
- swab for DNA
- process for fingerprints
- submit expended shell-casings into the National Integrated Ballistic Information Network (NIBIM).

**Background:** In December 2016, representatives from every local police department met with crime lab leaders and a nationally recognized firearms expert to conduct a gap analysis of current gun protocol. In a detailed report, expert Pete Gagliardi found the crime lab currently has a massive backlog of firearms evidence due to inadequate staffing. Without additional staff, the unit would need months to clear the existing backlog. The backlog causes major problems for local investigators, who wait over a year in some cases to get gun evidence processed. The report recommended adding staff to process current and additional firearms so that all firearms are swabbed and entered into the NIBIN within 72 hours to generate timely investigative leads.

The NIBIN is a nationwide database of ballistics evidence. The technology allows crime lab staff to enter expended shell casings for immediate comparison against previously entered casings to determine matches between guns and cases. The faster ballistic evidence is analyzed (in near real-time), the higher the likelihood the gun will still be with the person who shot it. Each gun must be processed for DNA and fingerprints to determine the identity of the shooter.

**Positions Added: 5.0**  
**Ongoing Net Cost: \$540,635**  
 Salaries and Benefits: \$640,635  
 Ongoing revenue: \$100,000

**One-time Net Savings: \$120,159**  
 Salary savings reflecting time for recruitment: \$160,159  
 Service and Supplies: \$40,000

## ↑ Expand Parent Project

**Recommended Action:** Add 1.0 FTE Supervising Community Worker position, 2.0 FTE Community Worker positions, 1.0 FTE Office Specialist III positions to allow the Office to double the number of Parent Project classes and allocate one-time funds of \$32,000 for systems, equipment, furniture, and supplies.

**Service Impact:** The Supervising Community Worker will assist with class coordination and logistics as well as performance tracking, the two Community Workers will provide direct services to class participants, and the Office Specialist III will provide clerical and administrative assistance to the team. The addition of these positions will allow the Office to expand its offering to 40 classes per year (classes typically include 20-30 parents), allowing a much broader reach of this vital service to families of at-risk youth.

**Background:** Currently, the Parent Project offers about 20 classes per year. These classes, which include 12 three-hour sessions, have consistently produced improved family relationships, reduced truancy and involvement in the criminal justice system, and more productive and successful young people in our County.

**Positions Added: 4.0**  
**Ongoing Cost: \$401,780**  
**One-time Net Savings: \$68,445**

Salary savings reflecting time for recruitment: \$100,445  
 Services and Supplies: \$32,000

## ↑ Add Labor Trafficking Investigator

**Recommended Action:** Add 1.0 FTE Criminal Investigator position to focus on the investigation, prosecution, and prevention of labor trafficking, allocate one-time funds of \$40,000 for a vehicle, radio and safety equipment and ongoing allocation of \$3,000 for fuel and maintenance.

**Service Impact:** Investigating and prosecuting labor trafficking cases will reduce the incidence of such crimes in our County. These crimes have a disproportionate impact on those who do not speak English as their first language, as well as undocumented immigrants.

The County is increasingly effective at conducting sex trafficking investigations but recognizes that labor trafficking investigations are vastly different and require a specialized team. Labor trafficking is not advertised on websites, does not lend itself to placing an undercover investigator in a suspected trafficking situation, and has a much more diverse group of victims. Labor trafficking investigation requires the ability to analyze financial, insurance, tax, and corporate documents, as well as the experience and knowledge of such cases to know which types of evidence need to be collected.

**Positions Added: 1.0**  
**Ongoing Net Cost: \$174,157**  
 Salaries and benefits: \$171,154  
 Fuel and Maintenance: \$3,000

**One-time Net Savings: \$2,789**  
 Salary savings reflecting time for recruitment: \$42,789  
 Vehicle and Equipment: \$40,000

### ↑ Enhance Coordination in the Community Prosecution Unit

**Recommended Action:** Add 1.0 FTE Attorney position to lead the Community Prosecution Unit, and allocate one-time funds of \$8,000 for systems, equipment, furniture, and supplies.

**Service Impact:** This position will coordinate the work of the unit, provide direction and assistance to the Community Prosecutors, develop common vision and objectives, and focus on community prosecution efforts with a broader countywide scope. This leadership ultimately will magnify the impacts of the unit in terms of crime prevention, improve the Unit's partnership with law enforcement, and improve community engagement.

**Background:** Over the past several years, the Board has approved the gradual establishment of a full team of five Community Prosecutors deployed in all areas of the County.

**Positions Added: 1.0**  
**Ongoing Cost: \$173,076**  
**One-time Net Savings: \$35,269**  
 Salary savings reflecting time for recruitment: \$43,269  
 Services and Supplies: \$8,000

### ↑ Increase Funding for Crime Lab Equipment

**Recommended Action:** Allocate one-time funds by \$220,000 to purchase an X-ray fluorescence spectrophotometer for the Crime Lab.

**Service Impact:** The X-ray fluorescence spectrophotometer will be used to enhance the Crime Lab's trace evidence analysis capabilities. This device is an industry standard for the analysis of glass, paint, and other materials. It provides a more complete characterization of each item of evidence and is capable, for example, of distinguishing different pieces of flat glass manufactured as little as two weeks apart.

**One-time Cost: \$220,000**

### ↑ Increase Funding for Crime Lab Training

**Recommended Action:** Allocate one-time funding of \$80,000 for training and licensing of Criminalists in the Digital and Multimedia Evidence unit and for the purchase of smart boards for the Crime Lab training room.

**Service Impact:** These funds will support specialized training and licenses for two new positions added in FY 16-17 in the Crime Lab's Digital and Multimedia Evidence unit in FY 17-18.

The smart boards in the Crime Lab training room are 8 years old and have lost a significant part of their ability to accurately capture images. The proposed funding allows the replacement of those boards with 84 touch screen boards.

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

### ↑ Increase Paralegal Supervision

**Recommended Action:** Add 1.0 FTE Supervising Paralegal position and allocate one-time funds of \$8,000 for systems, equipment, furniture, and supplies.

**Service Impact:** The addition of this position will reduce the span of control for the current Supervising Paralegal responsible for the management of all Paralegals in the Office. It will allow time for the two Supervising Paralegals (one existing and one new) to focus on strategic direction, interaction with key internal customers, and prepare long-range planning.

**Background:** The Supervising Paralegal in the DA's Office is responsible for direct supervision of 35 FTE. While there are two leads, these employees cannot perform many of the critical tasks of supervision.

**Service Impact:** This position will support victims in juvenile justice cases with direct courtroom advocacy and other victim support services the Office provides in all other criminal cases.

**Positions Added: 1.0**  
**Ongoing Cost: \$141,304**  
**One-time Net Savings: \$27,326**  
 Salary savings reflecting time for recruitment: \$35,326  
 Services and Supplies: \$8,000

**Positions Added: 1.0**  
**Ongoing Cost: \$101,291**  
**One-time Net Savings: \$17,322**  
 Salary savings reflecting time for recruitment: \$25,322  
 Services and Supplies: \$8,000

### ↑ Expand Victim Services to Juvenile Justice System

**Recommended Action:** Add 1.0 FTE Victim-Witness Advocate position to provide on-call victim services for juvenile victims, and allocate one-time funds of \$8,000 for systems, equipment, furniture, and supplies.

### District Attorney Department— Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3810	HiTech React Grant Fund 0001	\$ 1,748,817	\$ 2,132,760	\$ 2,141,664	\$ 2,141,664	\$ 8,903	0.4%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,626,811	2,474,976	2,626,811	2,626,811	151,835	6.1%
3816	Dis & Health Ins Grant Fund 0001	723,386	689,358	958,460	958,460	269,102	39.0%
3818	DA-Auto Insur Grant Fund 0001	1,011,466	928,221	1,010,500	1,010,500	82,279	8.9%
3819	DA - Urban Grant Fund 0001	1,085,313	1,019,831	1,311,936	1,311,936	292,105	28.6%
3820	Laboratory Of Criminalistics Fund 0001	12,191,202	12,693,412	12,194,216	12,989,973	296,561	2.3%
3825	DA Public Safety Realignment-F0001	397,411	436,900	450,000	450,000	13,100	3.0%
3831	IHSS Fraud Investigation Fund 0001-Closed FY17	(198)	—	—	—	—	—
3832	Administrative Svcs Fund 0001	24,183,056	26,899,293	29,396,880	30,050,108	3,150,815	11.7%
3833	Paralegal Services Fund 0001	3,765,402	4,088,971	4,224,538	4,327,301	238,330	5.8%
3834	Legal Spt Svcs Fund 0001	14,574,994	16,051,320	16,202,028	16,276,656	225,336	1.4%
3835	Welfare Fraud Investigations Fund 0001	(456,346)	(335,553)	(230,274)	(230,274)	105,279	-31.4%
3836	Attorneys Fund 0001	47,411,464	49,738,373	48,563,882	48,709,424	(1,028,948)	-2.1%
3837	VW-CalEMA - F0001	1,105,558	1,663,948	1,183,576	1,183,576	(480,372)	-28.9%
3838	Victim Witness-BOC -F0001	1,160,433	1,307,371	1,115,703	1,115,703	(191,668)	-14.7%



### District Attorney Department— Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3840	Real Estate Fraud - Fund 0001	3,071,990	3,000,004	3,000,000	3,000,000	(4)	0.0%
3843	UV and Outreach Program - Fund 0001	127,973	228,605	175,000	175,000	(53,605)	-23.4%
3844	XV-Vehicular Crime Victims - Fund 0001	—	—	175,000	175,000	175,000	n/a
3845	XC-County Victim Services Program-Fund 0001	—	—	748,033	748,033	748,033	n/a
<b>Total Net Expenditures \$</b>		<b>114,728,731 \$</b>	<b>123,017,792 \$</b>	<b>125,247,954 \$</b>	<b>127,019,872 \$</b>	<b>4,002,081</b>	<b>3.3%</b>

### District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3810	HiTech React Grant Fund 0001	\$ 1,748,817	\$ 2,132,760	\$ 2,141,664	\$ 2,141,664	8,903	0.4%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,626,811	2,474,976	2,626,811	2,626,811	151,835	6.1%
3816	Dis & Health Ins Grant Fund 0001	723,386	689,358	958,460	958,460	269,102	39.0%
3818	DA-Auto Insur Grant Fund 0001	1,011,466	928,221	1,010,500	1,010,500	82,279	8.9%
3819	DA - Urban Grant Fund 0001	1,085,313	1,019,831	1,311,936	1,311,936	292,105	28.6%
3820	Laboratory Of Criminalistics Fund 0001	12,497,967	12,929,215	12,483,739	13,279,496	350,281	2.7%
3825	DA Public Safety Realignment-F0001	397,411	436,900	450,000	450,000	13,100	3.0%
3831	IHSS Fraud Investigation Fund 0001-Closed FY17	(198)	—	—	—	—	—
3832	Administrative Svcs Fund 0001	25,443,169	27,975,628	33,096,425	33,749,653	5,774,026	20.6%
3833	Paralegal Services Fund 0001	4,489,955	4,895,340	5,184,655	5,287,418	392,078	8.0%
3834	Legal Spt Svcs Fund 0001	19,008,504	20,516,130	21,028,843	21,103,471	587,341	2.9%
3835	Welfare Fraud Investigations Fund 0001	—	649	—	—	(649)	-100.0%
3836	Attorneys Fund 0001	50,200,268	52,429,845	51,481,973	51,627,515	(802,330)	-1.5%
3837	VW-CalEMA - F0001	1,105,558	1,663,948	1,183,576	1,183,576	(480,372)	-28.9%
3838	Victim Witness-BOC -F0001	1,160,433	1,307,371	1,115,703	1,115,703	(191,668)	-14.7%





### District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3840	Real Estate Fraud - Fund 0001	3,071,990	3,000,004	3,000,000	3,000,000	(4)	0.0%
3843	UV and Outreach Program - Fund 0001	127,973	228,605	175,000	175,000	(53,605)	-23.4%
3844	XV-Vehicular Crime Victims - Fund 0001	—	—	175,000	175,000	175,000	n/a
3845	XC-County Victim Services Program-Fund 0001	—	—	748,033	748,033	748,033	n/a
<b>Total Gross Expenditures</b>		<b>\$ 124,698,822</b>	<b>\$ 132,628,782</b>	<b>\$ 138,172,318</b>	<b>\$ 139,944,236</b>	<b>\$ 7,315,454</b>	<b>5.5%</b>

### District Attorney Department— Budget Unit 202 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 104,294,350	\$ 112,019,697	\$ 113,023,710	\$ 114,056,435	\$ 2,036,738	1.8%
Services And Supplies	19,721,929	20,151,452	25,117,075	25,556,268	5,404,816	26.8%
Fixed Assets	682,543	457,633	31,533	331,533	(126,100)	-27.6%
<b>Total Gross Expenditures</b>	<b>\$ 124,698,822</b>	<b>\$ 132,628,782</b>	<b>\$ 138,172,318</b>	<b>\$ 139,944,236</b>	<b>\$ 7,315,454</b>	<b>5.5%</b>
Expenditure Transfers	(9,970,091)	(9,610,990)	(12,924,364)	(12,924,364)	(3,313,373)	34.5%
<b>Total Net Expenditures</b>	<b>\$ 114,728,731</b>	<b>\$ 123,017,792</b>	<b>\$ 125,247,954</b>	<b>\$ 127,019,872</b>	<b>\$ 4,002,081</b>	<b>3.3%</b>

### District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3810	HiTech React Grant Fund 0001	\$ 1,748,817	\$ 2,000,000	\$ 2,141,664	\$ 2,141,664	\$ 141,664	7.1%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,626,811	2,446,586	2,626,811	2,626,811	180,225	7.4%
3816	Dis & Health Ins Grant Fund 0001	723,386	670,000	958,460	958,460	288,460	43.1%
3818	DA-Auto Insur Grant Fund 0001	1,011,466	928,220	1,010,500	1,010,500	82,280	8.9%
3819	DA - Urban Grant Fund 0001	1,088,064	1,019,831	1,311,936	1,311,936	292,105	28.6%
3820	Laboratory Of Criminalistics Fund 0001	3,942,328	4,158,435	3,854,000	3,954,000	(204,435)	-4.9%
3825	DA Public Safety Realignment-F0001	397,411	436,900	450,000	450,000	13,100	3.0%
3832	Administrative Svcs Fund 0001	1,218,380	848,522	236,000	236,000	(612,522)	-72.2%



### District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3833	Paralegal Services Fund 0001	89,224	124,864	424,116	424,116	299,252	239.7%
3834	Legal Spt Svcs Fund 0001	261,252	941,587	1,005,375	1,005,375	63,788	6.8%
3836	Attorneys Fund 0001	438,318	918,875	918,281	918,281	(594)	-0.1%
3837	VW-CalEMA - F0001	965,374	1,183,576	1,183,576	1,183,576	—	—
3838	Victim Witness-BOC -F0001	1,056,270	1,057,442	1,115,703	1,115,703	58,261	5.5%
3840	Real Estate Fraud - Fund 0001	3,051,872	3,000,000	3,000,000	3,000,000	—	—
3843	UV and Outreach Program - Fund 0001	72,724	—	175,000	175,000	175,000	n/a
3844	XV-Vehicular Crime Victims - Fund 0001	—	—	175,000	175,000	175,000	n/a
3845	XC-County Victim Services Program-Fund 0001	—	—	748,033	748,033	748,033	n/a
<b>Total Revenues \$</b>		<b>18,691,696 \$</b>	<b>19,734,838 \$</b>	<b>21,334,455 \$</b>	<b>21,434,455 \$</b>	<b>1,699,617</b>	<b>8.6%</b>

### District Attorney Department— Budget Unit 202 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 3,986,030	\$ 5,188,236	\$ 5,177,484	\$ 5,177,484	\$ (10,752)	-0.2%
Aid From Government Agencies - State	7,835,726	7,598,800	9,593,605	9,593,605	1,994,805	26.3%
Revenue From Use Of Money/Property	—	1	—	—	(1)	-100.0%
Fines, Forfeitures, Penalties	31,742	35,000	35,000	35,000	—	—
Charges For Services	6,750,593	6,619,577	6,528,366	6,628,366	8,789	0.1%
Aid From Government Agencies - Federal	87,605	293,224	—	—	(293,224)	-100.0%
<b>Total Revenues \$</b>	<b>18,691,696 \$</b>	<b>19,734,838 \$</b>	<b>21,334,455 \$</b>	<b>21,434,455 \$</b>	<b>1,699,617</b>	<b>8.6%</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 2017 Approved Budget	—	\$ 2,132,760	\$ 2,000,000
Board Approved Adjustments During FY 2017	—	67,719	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(58,816)	141,664
Other Adjustments	—	—	—



**HiTech React Grant Fund 0001 — Cost Center 3810**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	—	\$ 2,141,664	\$ 2,141,664
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 2,141,664	\$ 2,141,664

**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 2017 Approved Budget	—	\$ 2,474,976	\$ 2,446,586
Board Approved Adjustments During FY 2017	—	150,836	180,225
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,251)	—
Other Adjustments	—	3,250	—
<b>Subtotal (Current Level Budget)</b>	—	\$ 2,626,811	\$ 2,626,811
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 2,626,811	\$ 2,626,811

**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 2017 Approved Budget	—	\$ 689,358	\$ 670,000
Board Approved Adjustments During FY 2017	—	269,102	288,460
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,164)	—
Other Adjustments	—	2,164	—



**Dis & Health Ins Grant Fund 0001 — Cost Center 3816**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	—	\$ 958,460	\$ 958,460
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 958,460	\$ 958,460

**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 2017 Approved Budget	—	\$ 928,221	\$ 928,220
Board Approved Adjustments During FY 2017	—	82,281	82,280
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(614)	—
Other Adjustments	—	612	—
<b>Subtotal (Current Level Budget)</b>	—	\$ 1,010,500	\$ 1,010,500
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 1,010,500	\$ 1,010,500

**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 2017 Approved Budget	—	\$ 1,019,831	\$ 1,019,831
Board Approved Adjustments During FY 2017	—	292,105	292,105
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	0	—



**DA - Urban Grant Fund 0001 — Cost Center 3819**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	—	\$ 1,311,936	\$ 1,311,936
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 1,311,936	\$ 1,311,936

**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 2017 Approved Budget	63.0	\$ 12,693,412	\$ 4,158,435
Board Approved Adjustments During FY 2017	—	(56,605)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	70,219	—
IntraCounty Adjustments	—	(66,031)	20,000
Other Adjustments	—	(446,779)	(324,435)
<b>Subtotal (Current Level Budget)</b>	<b>62.0</b>	<b>\$ 12,194,216</b>	<b>\$ 3,854,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
BU 202.10 Increase Funding for Crime Lab Equipmnet	—	220,000	—
BU 202.11 Increase Funding for Crime Lab Training	—	80,000	—
BU 202.3 Gun Violence Reduction/DNA Processing Improvements	5.0	520,476	100,000
Reduce PERS by \$7M due to prepayment of UAL	—	(24,719)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 795,757</b>	<b>\$ 100,000</b>
<b>Recommended Budget</b>	<b>67.0</b>	<b>\$ 12,989,973</b>	<b>\$ 3,954,000</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 2017 Approved Budget	—	\$ 436,900	\$ 436,900
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	13,100	13,100
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>
<b>Recommended Changes for FY 2018</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>\$ 450,000</b>	<b>\$ 450,000</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 2017 Approved Budget	185.0	\$ 26,899,293	\$ 848,522
Board Approved Adjustments During FY 2017	1.0	(989,636)	(343,145)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	30.0	3,657,813	—
IntraCounty Adjustments	—	577,037	(269,376)
Other Adjustments	—	(747,626)	(1)
<b>Subtotal (Current Level Budget)</b>	<b>216.0</b>	<b>\$ 29,396,880</b>	<b>\$ 236,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 292,193	\$ —
Decision Packages			
BU 202.4 Parent Project Expansion	4.0	333,335	—
BU 202.13 Increase Juvenile Justice Victim Services	1.0	83,969	—
Reduce PERS by \$7M due to prepayment of UAL	—	(56,269)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 653,228</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>221.0</b>	<b>\$ 30,050,108</b>	<b>\$ 236,000</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 2017 Approved Budget	37.0 \$	4,088,971 \$	124,864
Board Approved Adjustments During FY 2017	-1.0	3,035	288,586
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	118,690	—
IntraCounty Adjustments	—	(71,426)	10,666
Other Adjustments	—	85,268	—
<b>Subtotal (Current Level Budget)</b>	<b>36.0 \$</b>	<b>4,224,538 \$</b>	<b>424,116</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
BU 202.12 Increase Paralegal Supervision	1.0	113,978	—
Reduce PERS by \$7M due to prepayment of UAL	—	(11,215)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0 \$</b>	<b>102,763 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>37.0 \$</b>	<b>4,327,301 \$</b>	<b>424,116</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 2017 Approved Budget	87.0 \$	16,051,320 \$	941,587
Board Approved Adjustments During FY 2017	1.0	(226,295)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	577,024	—
IntraCounty Adjustments	—	(74,624)	33,643
Other Adjustments	—	(125,397)	30,145
<b>Subtotal (Current Level Budget)</b>	<b>88.0 \$</b>	<b>16,202,028 \$</b>	<b>1,005,375</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
BU 202.5 Add Labor Trafficking Investigator	1.0	171,368	—
Reduce PERS by \$7M due to prepayment of UAL	—	(96,740)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0 \$</b>	<b>74,628 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>89.0 \$</b>	<b>16,276,656 \$</b>	<b>1,005,375</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 2017 Approved Budget	—	\$ (335,553)	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	105,279	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ (230,274)</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ (230,274)</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 2017 Approved Budget	183.0	\$ 49,738,373	\$ 918,875
Board Approved Adjustments During FY 2017	-1.0	(491,976)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(112,903)	—
IntraCounty Adjustments	—	(419,730)	9,406
Other Adjustments	—	(149,882)	(10,000)
<b>Subtotal (Current Level Budget)</b>	<b>182.0</b>	<b>\$ 48,563,882</b>	<b>\$ 918,281</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
BU 202.1 Implement Truancy Reform	1.0	137,807	—
202.6 Enhance Coordination in Community Prosecution Unit	1.0	137,807	—
Reduce PERS by \$7M due to prepayment of UAL	—	(130,072)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 145,542</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>184.0</b>	<b>\$ 48,709,424</b>	<b>\$ 918,281</b>





**VW-CaIEMA - 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 2017 Approved Budget	15.0	\$ 1,663,948	\$ 1,183,576
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	15.0	(1,619,752)	—
IntraCounty Adjustments	—	1,137,873	—
Other Adjustments	—	1,507	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,183,576</b>	<b>\$ 1,183,576</b>
<b>Recommended Changes for FY 2018</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>\$ 1,183,576</b>	<b>\$ 1,183,576</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 2017 Approved Budget	12.0	\$ 1,307,371	\$ 1,057,442
Board Approved Adjustments During FY 2017	—	1,098,923	58,261
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	12.0	(1,301,386)	—
IntraCounty Adjustments	—	(49)	—
Other Adjustments	—	10,844	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 1,115,703</b>	<b>\$ 1,115,703</b>
<b>Recommended Changes for FY 2018</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>\$ 1,115,703</b>	<b>\$ 1,115,703</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 2017 Approved Budget	—	\$ 3,000,004	\$ 3,000,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(231)	—
Other Adjustments	—	227	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>
<b>Recommended Changes for FY 2018</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>\$ 3,000,000</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 2017 Approved Budget	2.0	\$ 228,605	\$ —
Board Approved Adjustments During FY 2017	—	159,773	175,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	(215,304)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	1,926	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>
<b>Recommended Changes for FY 2018</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>\$ 175,000</b>	<b>\$ 175,000</b>



**XV-Vehicular Crime Victims - Fund 0001 — Cost Center 3844**  
**Major Changes to the Budget**

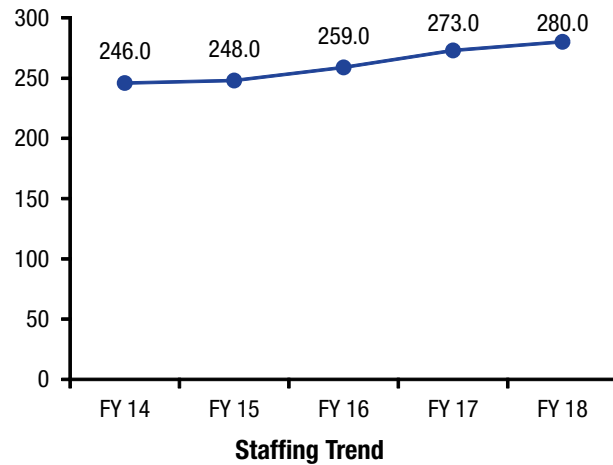
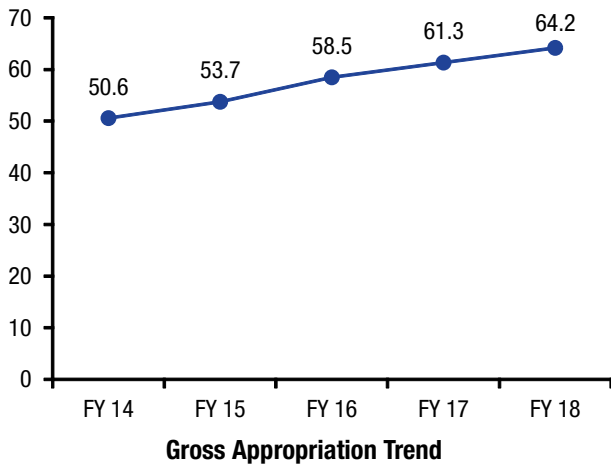
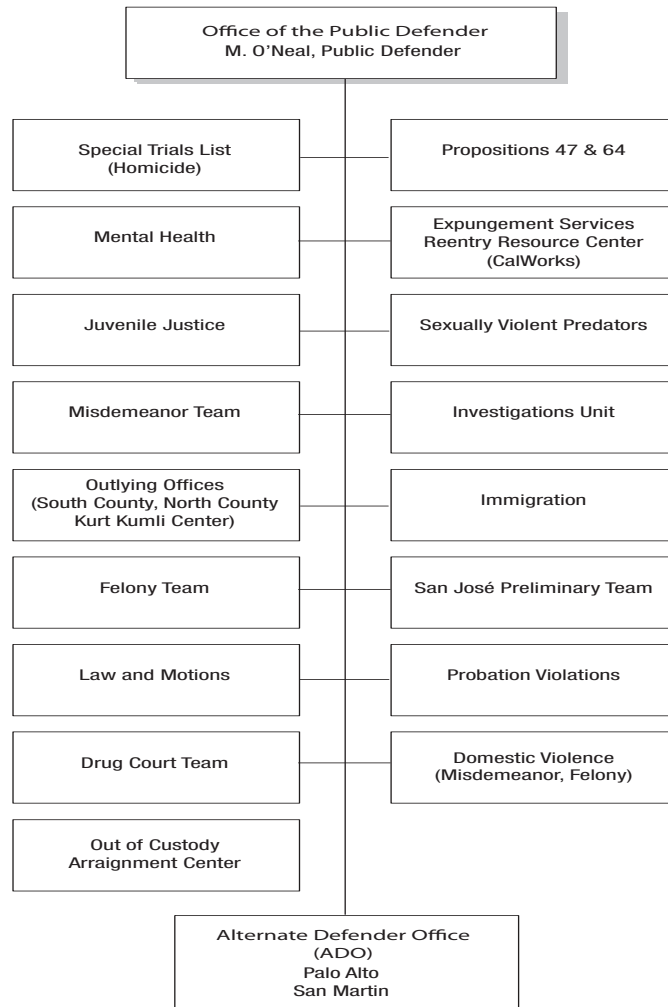
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2017	—	175,000	175,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>175,000 \$</b>	<b>175,000</b>
<b>Recommended Changes for FY 2018</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>175,000 \$</b>	<b>175,000</b>

**XC-County Victim Services Program-Fund 0001 — Cost Center 3845**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2017	—	748,034	748,033
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(1)	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>748,033 \$</b>	<b>748,033</b>
<b>Recommended Changes for FY 2018</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>748,033 \$</b>	<b>748,033</b>



# Office of the Public Defender





## Description of Major Services

The Office of the Public Defender is mandated to provide legal representation to indigent clients charged with a crime alleged to have been committed in Santa Clara County. The Office of the Public Defender (PDO) 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 competent counsel act as a "diligent and conscientious advocate" for the client. The Office has developed a robust in-house training program to provide its attorneys, investigators, and paralegals with the information, strategies, and advice to assist them in effective advocacy for the clients.

The Office represents indigent clients with charges ranging from serious felonies to misdemeanors, from capital murder to petty theft. The Office also represents minors against whom juvenile justice petitions have been filed in the juvenile division of the Superior Court. In addition, the Office represents clients in civil commitment proceedings as mandated by State law, including the mentally ill involuntarily committed under the State Lanterman-Petris-Short Act, the developmentally disabled, and mentally-impaired elders. As required by State law, the Office also represents convicted sexually violent predators being considered for civil psychiatric commitment after prison.

**Mental Health Criminal** - The Office 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 people convicted of crimes. The PDO advocates for consideration of mental health issues in negotiating resolutions in criminal cases and collaborates with justice partners to ensure better support for mentally ill people once they are released from custody. The PDO represents clients committed to state hospitals during hearings on recommitment or forced medication.

**Mental Health Civil** - The PDO 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 placements and services appropriate to their needs.

**Juvenile Justice** - Representation of a minor charged with committing a crime or with habitual truancy falls within the jurisdiction of the Juvenile Justice Court. The PDO actively participates in the Juvenile Justice Systems Collaborative, which focuses on solutions to prevent youth from entering the juvenile justice system. The Office is also working on issues related to racial and ethnic disparity in the juvenile system. The Office

participates in Juvenile Mental Health Court to increase delivery of mental health services to juvenile offenders accused of less serious offenses and in Juvenile Treatment Court.

**Expungement Services** - The PDO provides a variety of post-conviction relief services for the general indigent public and public assistance clients participating in CalWORKS. Those services include expungement of an arrest or conviction record and other record clearance, the reduction of certain low-level felony offenses to misdemeanors as allowed under California Penal Code 17, the reduction of criminal sentences for certain nonviolent offenders and drug offenders as allowed under Propositions 47 and 64, and certificates of rehabilitation.

The record-expungement program for CalWORKS clients, provided through an intra-County agreement with the Social Services Agency, assists those clients clear their records of Santa Clara County convictions where eligible.

**Sexually Violent Predators** - 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. A person determined to be an SVP is committed for an indeterminate (life) term at both the initial commitment proceedings and any subsequent proceedings to determine whether the SVP continues to pose a danger to the community.

**Proposition 47** - Proposition 47, which recategorized many drug possession and minor theft offenses from felonies to misdemeanors, has had a significant impact on the California criminal justice system since the Public Safety Realignment Act of 2011 moved certain nonviolent, nonsexual offenders from the State prisons to the county jails.

Proposition 47 added and amended various California Penal and Health and Safety Code sections to accomplish three sweeping changes to felony sentencing laws.

- Certain felony drug possession and theft offenses were reclassified as misdemeanors.

- Defendants currently serving sentences for felony offenses that would have qualified as misdemeanors under the new law may petition the court for resentencing under the new misdemeanor provisions.
- Defendants who have completed felony sentences for reclassified crimes may apply to reduce those convictions or re-designate them as misdemeanors.

Not every defendant convicted of an offense subject to misdemeanor reclassification pursuant to Proposition 47 is eligible for relief - the proposition excludes persons with prior convictions for certain strike offenses and those required to register under the sex offender registration law.

**Proposition 64** - Proposition 64 legalized specified personal use and cultivation of marijuana for adults 21 years of age or older; reduces criminal penalties for specified marijuana-related offenses for adults and juveniles; and authorizes resentencing or dismissal and sealing of prior, eligible marijuana-related convictions. The proposition includes provisions on regulation, licensing, and taxation of legalized use.

The Proposition 64 (Prop 64) resentencing and re-designation provision has no time limit for filing a petition. Prop 64 also excludes those with super strikes, (an enumerated list of offenses that exclude individuals from Prop 64 relief) and those required to register as sex offenders. Offenses covered under Prop 64 also require looking at facts beyond the complaint, such as the number of marijuana plants.

**Immigration Services** - The PDO immigration attorney keeps the department abreast of legal developments, provides training, and consults with attorneys on individual cases to provide the best advice for PDO clients. Cases for immigration review not only come from the PDO attorneys but from private immigration attorneys, calls from former clients seeking help in an ongoing immigration proceeding, and community-based organizations, such as Centro Legal de la Raza, Pangea Legal Services, and Asian Law Caucus. The immigration attorney also does some outreach events and hands out information. The attorney provides the following services:

- Evaluate immigration consequences and negotiate immigration-neutral plea bargains with the District Attorney's Office where possible on pending noncitizen criminal cases.

- Evaluate immigration consequences of the client's convictions and, where possible, seek post-conviction relief that will eliminate the immigration consequence at issue on old cases.
- Obtain certified copies of records for use in immigration proceedings.
- Prepare travel letters and records for former clients (non-citizens) who have convictions when necessary to explain that client's criminal record does not make the client inadmissible to the United States.
- Represent former or current clients in U.S. Citizenship and Immigration Services applications and interviews, including in the Special Immigrant Juvenile Status, Deferred Action for Childhood Arrivals, naturalization, and status adjustment processes.
- Provide representation in removal proceedings on a case-by-case basis to advocate for eligibility of relief where the PDO has negotiated a plea that will preserve eligibility.

**Palo Alto Office** - The Office provides representation of clients in the North County region. The PDO directs reentry services at the Kurt Kumli Resource Center through a partnership with the Downtown Street Team and other community-based organizations. These services include employment training, housing, mental health services, and substance abuse treatment.

**Out of Custody Arraignment** - Office attorneys are present in court for misdemeanor cases to appear with and advise qualifying defendants of their rights, options, and best case strategies. With the presence of deputy district attorneys, many clients are able to obtain fair results in one court appearance, whether by plea or dismissal. The presence of the deputy public defenders at misdemeanor arraignments also ensures defendants are adequately advised of any potentially negative immigration consequences prior to entering into a plea agreement.

**Investigation** - An independent investigation of the facts and assumptions underlying a law enforcement case against the client is perhaps the single most critical service a defender can provide. It is the Public Defender's obligation to take a fresh look at the client's case and to test the state's premises for prosecution. Prompt and effective investigation of the facts of the case by Public Defender investigation 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 proceed to trial or whether a favorable early settlement of the case should be attempted through one of the court's early resolution options.

**Alternate Defender Office** - The Alternate Defender Office (ADO) is distinct and separate from the Public Defender's Office and performs the duties of the Public Defender when there is a conflict in a felony or juvenile case. The physical offices are separate, as are the case management systems, files, telephones, and emails. The ADO provides high-quality defense services to indigent defendants and minors who the Public Defender cannot represent because of a legal conflict of interest.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Add Resources to Public Safety Realignment (AB109)	↑	Increase resources to support Public Safety Realignment (AB109)	1.0	\$101,457	(\$15,864)
Add Resources to Paralegal Team	↑	Increase resources to support Paralegal Team	1.0	\$141,111	(\$30,278)
Add Resources to Case Management Services	↑	Increase resources to support case management services	2.0	\$268,848	(\$55,212)
Add Resources to Management Analysis	↑	Increase resources to support analytical work	1.0	\$184,471	(\$41,118)
Add Resources to Homicide Unit	↑	Increase resources to support Homicide Unit for ADO	1.0	\$274,834	(\$63,336)
Add Resources to Investigation Unit	↑	Increase resources to support Investigation Unit for ADO	1.0	\$166,145	(\$36,536)
Add Resources to Clerical Unit	↑	Increase resources to support Clerical Unit for ADO	1.0	\$83,575	(\$11,393)
Add Resources to Case Management Services	↑	Increase resources to support case management services for ADO	1.0	\$134,424	(\$28,606)
Extend Resources to Proposition 47, "The Safe Neighborhoods and Schools Act"	◆	Extending resources to support Proposition 47, "The Safe Neighborhoods and Schools Act"	8.0	\$1,243,108	(\$927,602)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Add Resources to Public Safety Realignment (AB109)

**Recommended Action** Add 1.0 FTE alternatively staffed Legal Clerk Trainee/Legal Clerk position to provide support to AB109 program and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** The PDO has been providing a growing number expungement services to Realignment and Reentry clients since the Reentry Resource Center opened in 2013. The current expungement team of two paralegals and one attorney has struggled to keep up demand.

The addition of the Legal Clerk position will help alleviate work for the expungement team. The Legal Clerk position will be responsible for administrative and clerical duties, which will improve customer service.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$101,457**

**One-time Net Savings: \$15,864**

Salary savings reflecting time for recruitment: \$25,364  
Services and Supplies: \$9,500

#### ↑ Add Resources to Paralegal Team

**Recommended Action:** Add 1.0 FTE Supervising Paralegal position to provide support to the Paralegal Team and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** The Paralegal Team currently has inadequate supervision structure. The PDO currently has 31 paralegals, including two leads and one



supervisor. The two leads, who do not have the authority to make full management decisions, maintain full caseloads and the one supervisor.

The Team needs an additional Supervising Paralegal to properly manage and develop the staff to meet the needs of the Department. The addition of the Supervising Paralegal position will help align the Paralegal Team with the County best practice of one supervisor for every 10 staff members.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$141,111**

**One-time Net Savings: \$30,278**

Salary savings reflecting time for recruitment: \$35,278

Services and Supplies: \$5,000

### ↑ Add Resources to Case Management Services

**Recommended Action:** Add 2.0 FTE alternatively staffed Social Worker II/III positions to support case management services and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** The use of social worker services shifted the paradigm of how the PDO advocates for clients. The Department currently has one social worker supporting over 20 new clients per month with case management services in the areas of mental health and substance abuse. The County's goal is providing comprehensive reentry services to foster successful transition to the community.

The addition of two Social Worker positions will help defense services for indigent clients. One Social Worker position will focus on expanding the program to provide case management services to adult clients. This position will address the concerns of chronically homeless clients cycling in and out of the criminal justice systems on minor offenses.

The other Social Worker position will focus on providing clinical evaluation and case management services in response to the mandated legislative Proposition 57 and Senate Bill 260 and 261. The purpose of the legislation is to establish a parole eligibility mechanism that provide a person serving a sentence for crimes committed as a juvenile or young adult a chance to obtain release subsequent to increased maturity. This

position is needed to gather and provide the kind of information that can result in a parole board or a court making a meaningful determination about the youthful offender's chance to start over.

**Positions Added: 2.0 FTE**

**Ongoing Cost: \$268,848**

**One-time Net Savings: \$55,212**

Salary savings reflecting time for recruitment: \$67,212

Services and Supplies: \$12,000

### ↑ Add Resources to Management Analysis

**Recommended Action:** Add 1.0 FTE Program Manager II position to provide support to management analysis and analytical work and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** The Department currently has one position in management analysis to support about 270 staff members. Management analysis needs have grown and will continue to grow in complexity with the County's reliance on evidence-based and date-driven decisions. Several complex areas that significantly impact the Department are currently not receiving the proper attention because of high analytical needs for other projects. The lack of analytical recourses has prevented efficiency improvements of the Department.

The addition of the Program Manager II position will support management and provide analysis and recommendations for various public policy areas affecting the Department. The addition of the Program Manager II position will allow greater analytical involvement of the Department in the County policy groups and a deeper analysis for requests from the Board of Supervisors.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$184,471**

**One-time Net Savings: \$41,118**

Salary savings reflecting time for recruitment: \$46,118

Services and Supplies: \$5,000

### ↑ Add Resources to Homicide Unit

**Recommended Action:** Add 1.0 FTE alternately staffed Attorney I/II/III/IV position to provide support to Homicide Unit at the Alternate Defender Office and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** The ADO's Homicide Team is currently staffed with four attorneys, who handle seven homicide cases each and one supervisor, who handles a small caseload. The ADO has seen an increased number of homicides cases over the past years. In FY 15-16 the office continued to be impacted by a high number of homicide cases, including a new death penalty case. The number of cases does not reflect the adjudicated cases and the additional complex non-homicide litigation cases the homicide team handles.

The addition of the Attorney position will help alleviate the caseload. The Attorney position will be required to handle a half caseload for the Unit. The addition of an attorney will allow the ADO the capability to effectively and efficiently maintain ethical representation of the clients. Additional resources will help prevent delays in court and assist in reducing client's time incarceration.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$274,834**  
**One-time Net Savings: \$63,336**

Salary savings reflecting time for recruitment: \$68,708  
 Services and Supplies: \$5,372

### ↑ Add Resources to Investigation Unit

**Recommended Action:** Add 1.0 FTE alternately staffed Public Defender Investigator I/II position to provide support to the Investigation Unit at the Alternate Defender Office and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** In FY 16-17, the Board of Supervisors approved an 18-month Unclassified Public Defender Investigator I/II position for the Alternative Defender Office. This approval was in response to the increased numbers of homicide cases and death penalty case at ADO. Because this current position will soon expire, the ADO needs additional investigation resources to fulfilled complex investigation.

The addition of Public Defender Investigator I/II position will provide the ADO Investigation Unit with the capability to conduct investigations efficiently.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$166,145**  
**One-time Net Savings: \$36,536**

Salary savings reflecting time for recruitment: \$41,536  
 Services and Supplies: \$5,000

### ↑ Add Resources to Clerical Unit

**Recommended Action:** Add 1.0 FTE alternately staffed Office Specialist I/II position to the Clerical Unit at the Alternate Defender Office and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** The addition of Office Specialist position will provide administrative support to ADO's four locations. This position will be responsible for scanning hard-copy documents to make them electronically available, and identifying and indexing documents into the new office case management system. In addition, this position will be converting and uploading digital discovery for the office to prepare and represent clients by the next court date.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$83,575**  
**One-time Net Savings: \$11,393**

Salary savings reflecting time for recruitment: \$20,893  
 Services and Supplies: \$9,500

### ↑ Add Resources to Case Management Services

**Recommended Action:** Add 1.0 FTE alternately staffed Social Worker I/II position to case management services at the Alternate Defender Office and allocate one-time funding to improve the Office's computer equipment and workstations.

**Service Impact:** Social workers represent an important piece of the holistic defense model for the provision of indigent defense services. The goal of the holistic model is to help individuals to become increasingly self-sufficient both by enhancing their capacities and by decreasing barriers in their environment. Last year, the Public Defender's Office successfully hired a social who helped improve outcomes for clients in juvenile and

adult court. The addition of a social worker to the ADO would greatly benefit its clients and ensure parity between the two offices.

The ADO is requesting the addition Social Worker position to support the transition of mentally ill and substance-addicted clients from the justice system to the community.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$134,424**

**One-time Net Savings: \$28,606**

Salary savings reflecting time for recruitment: \$33,606

Services and Supplies: \$5,000

### ◆ Extend Resources to Proposition 47, “The Safe Neighborhoods and Schools Act”

**Recommended Action:** Extend 8.0 FTE term-limited positions to provide support for Propositions 47, The Safe Neighborhoods and Schools Act activities and allocate one-time funding to improve the Office’s computer equipment and workstations.

The term-limited positions will become effective after the existing term-limited positions expire on March 1, 2018.

### Summary of Positions

Classification	FTE
Attorney I/II/III/IV	2.0
Paralegal/Sr. Paralegal	4.0
Legal Clerk	1.0
Office Specialist II	1.0
<b>Total</b>	<b>8.0</b>

**Service Impact:** The extension of 18-month term-limited positions will allow the Public Defender’s Office to manage and complete Proposition 47 work. The majority of the remaining cases are re-designations, petitions for clients no longer serving sentences and no longer under any form of supervision. The Department anticipates the project will require another extension because Assembly Bill 2765 extended the filing deadline by five years to November 4, 2022.

**Positions Added: 8.0 FTE**

**Ongoing Cost: \$1,243,108**

**One-time Net Savings: \$927,602**

Salary savings due to positions budgeted through February 2018: \$932,346

Services and Supplies: \$4,744

### Public Defender— Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3500	Public Defender Fund 0001	\$ 46,452,054	\$ 49,964,047	\$ 51,576,077	\$ 52,496,909	\$ 2,532,862	5.1%
3501	Alternate Public Defender Fund 0001	10,663,900	10,547,610	10,320,094	10,813,812	266,202	2.5%
3502	AB109 Realignment - F0001	518,530	573,384	560,326	644,624	71,240	12.4%
<b>Total Net Expenditures</b>		<b>\$ 57,634,484</b>	<b>\$ 61,085,042</b>	<b>\$ 62,456,497</b>	<b>\$ 63,955,345</b>	<b>\$ 2,870,303</b>	<b>4.7%</b>



### Public Defender— Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3500	Public Defender Fund 0001	\$ 46,709,452	\$ 50,221,445	\$ 51,833,475	\$ 52,754,307	\$ 2,532,862	5.0%
3501	Alternate Public Defender Fund 0001	10,663,900	10,547,610	10,320,094	10,813,812	266,202	2.5%
3502	AB109 Realignment - F0001	518,530	573,384	560,326	644,624	71,240	12.4%
<b>Total Gross Expenditures</b>		<b>\$ 57,891,882</b>	<b>\$ 61,342,440</b>	<b>\$ 62,713,895</b>	<b>\$ 64,212,743</b>	<b>\$ 2,870,303</b>	<b>4.7%</b>

### Public Defender— Budget Unit 204 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 52,323,213	\$ 55,395,844	\$ 55,979,521	\$ 57,170,097	\$ 1,774,253	3.2%
Services And Supplies	5,568,670	5,941,596	6,734,374	7,042,646	1,101,050	18.5%
Fixed Assets	—	5,000	—	—	(5,000)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 57,891,882</b>	<b>\$ 61,342,440</b>	<b>\$ 62,713,895</b>	<b>\$ 64,212,743</b>	<b>\$ 2,870,303</b>	<b>4.7%</b>
Expenditure Transfers	(257,398)	(257,398)	(257,398)	(257,398)	—	—
<b>Total Net Expenditures</b>	<b>\$ 57,634,484</b>	<b>\$ 61,085,042</b>	<b>\$ 62,456,497</b>	<b>\$ 63,955,345</b>	<b>\$ 2,870,303</b>	<b>4.7%</b>

### Public Defender— Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3500	Public Defender Fund 0001	\$ 184,385	\$ 113,000	\$ 90,000	\$ 90,000	\$ (23,000)	-20.4%
3502	AB109 Realignment - F0001	922,461	1,123,335	1,123,335	1,123,335	—	—
<b>Total Revenues</b>		<b>\$ 1,106,846</b>	<b>\$ 1,236,335</b>	<b>\$ 1,213,335</b>	<b>\$ 1,213,335</b>	<b>\$ (23,000)</b>	<b>-1.9%</b>

### Public Defender— Budget Unit 204 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 184,355	\$ 113,000	\$ 90,000	\$ 90,000	\$ (23,000)	-20.4%
Other Financing Sources	922,492	1,123,335	1,123,335	1,123,335	—	—
<b>Total Revenues</b>	<b>\$ 1,106,846</b>	<b>\$ 1,236,335</b>	<b>\$ 1,213,335</b>	<b>\$ 1,213,335</b>	<b>\$ (23,000)</b>	<b>-1.9%</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 2017 Approved Budget	227.0	\$ 49,964,047	\$ 113,000
Board Approved Adjustments During FY 2017	-10.0	(1,399,171)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,372,530	—
IntraCounty Adjustments	—	991,380	—
Other Adjustments	—	647,291	(23,000)
<b>Subtotal (Current Level Budget)</b>	<b>218.0</b>	<b>\$ 51,576,077</b>	<b>\$ 90,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 247,156	\$ —
Decision Packages			
204.5 Add Resources to Paralegal Team	1.0	110,833	—
204.6 Add Resources to Case Management Services	2.0	213,636	—
204.8 Add Resources to Management Analysis	1.0	143,353	—
204.13 Extend Resources to Proposition 47	8.0	315,506	—
Reduce PERS by \$7M due to prepayment of UAL	—	(109,652)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>12.0</b>	<b>\$ 920,832</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>230.0</b>	<b>\$ 52,496,909</b>	<b>\$ 90,000</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 2017 Approved Budget	43.0	\$ 10,547,610	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	35,820	—
IntraCounty Adjustments	—	(160,240)	—
Other Adjustments	—	(103,096)	—
<b>Subtotal (Current Level Budget)</b>	<b>42.0</b>	<b>\$ 10,320,094</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
204.9 Add Resources to Homicide Unit	1.0	211,498	—
204.10 Add Resources to Investigation Unit	1.0	129,609	—
204.11 Add Resources to Clerical Unit	1.0	72,182	—
204.12 Add Resources to Case Management Services	1.0	105,818	—



**Alternate Public Defender Fund 0001 — Cost Center 3501**  
**Major Changes to the Budget**

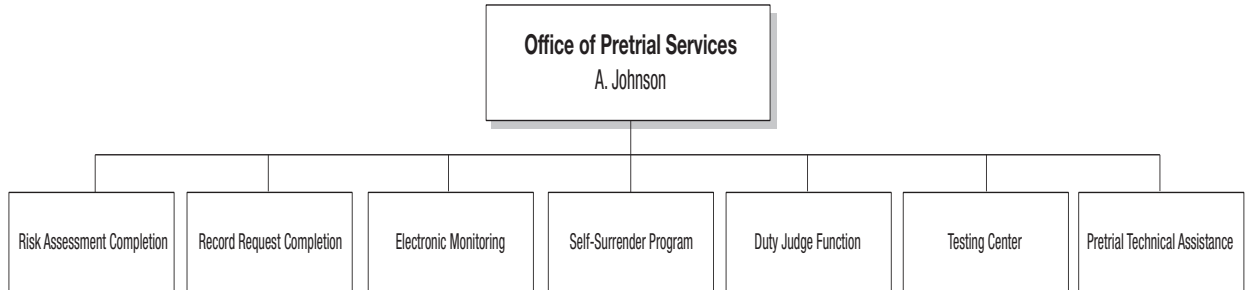
	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(25,389)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>4.0</b>	<b>\$ 493,718</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>46.0</b>	<b>\$ 10,813,812</b>	<b>\$ —</b>

**AB109 Realignment - F0001 — Cost Center 3502**  
**Major Changes to the Budget**

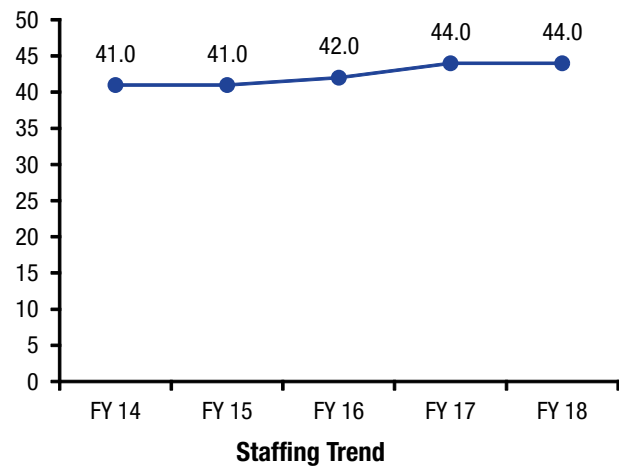
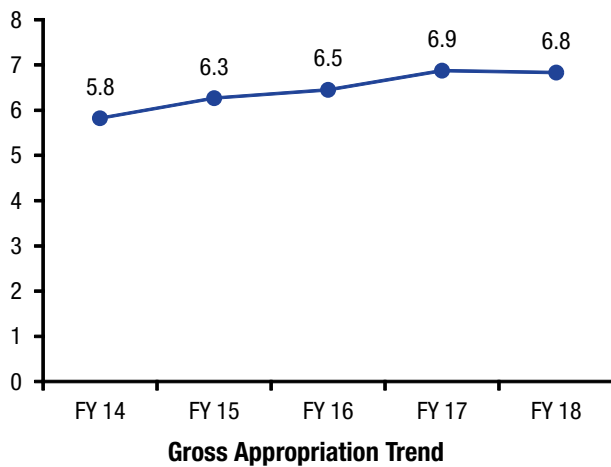
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	3.0	\$ 573,384	\$ 1,123,335
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(8,825)	—
IntraCounty Adjustments	—	(5,101)	—
Other Adjustments	—	868	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 560,326</b>	<b>\$ 1,123,335</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
204.1 Add Resources to Public Safety Realignment (AB 109)	1.0	85,593	—
Reduce PERS by \$7M due to prepayment of UAL	—	(1,295)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 84,298</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 644,624</b>	<b>\$ 1,123,335</b>



# Office of Pretrial Services



Section 2: Public Safety and Justice





## Description of Major Services

Pretrial Services continues to assist 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 released on court-ordered conditions that 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, and 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 has three divisions:

### The Jail Unit

The Jail Unit interviews arrestees to determine eligibility for own-recognition release. This Unit also performs tasks that help the court determine whether there is probable cause for arrest and detention. In addition, this Unit assists the Court with probable cause determinations for misdemeanor cases as well as processing of arrest warrants.

### The 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.



## The Supervision Unit

The Supervision Unit monitors release conditions for all individuals granted supervised own-recognition release (SORP) to ensure 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.

In addition, Pretrial Services provides many major services:

### Record Requests Completion

The Department provides record investigations in cases involving restraining orders in Family Court and additional information provided for domestic violence not provided in other criminal cases.

### Electronic Monitoring Program

Pretrial Services operates an electronic supervision program that includes alcohol and movement monitoring through GPS. Pretrial staff informs the Court about client compliance and recommends the client be admonished or lose SORP release.

## Self-Surrender

Individuals with outstanding felony or misdemeanor arrest warrants may contact Pretrial Services to be screened for a self-surrender investigative report prior to being booked. The defendant surrenders at the jail or the Court on a specified date and time. The judge will review the self-surrender report for a possible release on own recognition or SORP.

### Duty Judge Function

Pretrial Services helps the duty judge function by coordinating the schedules of the judges on call during non-court hours to help them to respond to emergency judicial requests, such as emergency protective restraining orders, search warrant issuances, and juvenile probable cause determinations.

### Testing Center

In addition to the drug testing services provided by the Supervision Unit, Pretrial Services provides drug and alcohol testing for the nonviolent defendants sentenced to a drug treatment program instead of prison under Substance Abuse and Crime Prevention Act of 2000, or Proposition 36, passed by voters in 2000. The Santa Clara County Superior Court orders the testing and the results are sent to the Santa Clara County Probation Department.

## Learning Organization

The Office of Pretrial Services has been working with many partnering stakeholders throughout the County and community to improve outcomes for targeted populations.

### Community Awaiting Placement Supervision (CAPS)

This program is designed to reduce the number of county jail inmates ordered into treatment by the Court and awaiting placement in a community treatment program for either a substance abuse or mental health issue. This population, commonly referred to as the JAC List, typically includes between 80 and 120 individuals. In addition, some individuals wait in jail over 80 days before being placed. It is important to note, the overarching goal of this program is to maintain the

individual in the community until their court-ordered treatment program or transitional housing unit/outpatient treatment slot becomes available.

Supervision by the CAPS Team will cease once placement occurs; however coordinated care and treatment through Behavioral Health Services and treatment providers will continue. This will sustain the continuity of care while keeping the individual engaged in treatment.

The CAPS Team is made up of a collaboration of criminal justice stakeholders in Santa Clara County. These include the Sheriff's Department, Probation Department, Pretrial Services, Reentry Services and Behavioral Health Services. The team will work with Superior Court, Custody Health, Department of Correction, State Parole and the Office of Supportive Housing to facilitate the release of individuals on the



JAC List and provide appropriate community supervision until residential care or transitional housing becomes available.

**Establishing a public or nonprofit alternative to commercial bail bonds**

Pretrial Services has reached out to the Brooklyn Bail Fund and the Chicago Community Bond Fund to explore how their nonprofit bond programs are structured. Both programs have shown great results for the clients they have served. This research is currently still being compiled by Pretrial Services, County Counsel, and with interest from the California ACLU and Judicial Council.

Initial research suggests the County could combine this initiative with the Bail Release Work Group recommendation of a community release partnership with community faith-based organizations. Currently, Reentry has community partners in place which allow for Pretrial clients to utilize their services if the following criteria are met: they reside within Santa Clara

County, have been released from a Santa Clara County jail or court within the past 9 months, and have been assigned a Pretrial Officer for supervision.

Research is being conducted on how these two programs could potentially merge for Pretrial clients and if successful would be the first of its kind in the nation.

**Eliminating the practice of ordering money bail with pretrial supervision**

Pretrial Services has been keeping statistics on cases where judges have imposed money bail as well as pretrial supervision. This population represents about 1 percent of the total supervised population at any given time. Pretrial Services regularly reports on client outcomes and works to protect public safety as well as client appearance at court. Pretrial Services continues to educate and work with the Superior Court towards eliminating this population.

**Measure of Success**

**Pretrial Supervision Population:** The Office of Pretrial Services will measure the percentage of clients whose supervised release was not revoked for technical violations of the conditions of their release, who appear for all scheduled court appearances, and who are not

charged with any new offense during pretrial supervision based on the monthly average pretrial daily population. The department intends to use the success rate to encourage judges to use Pretrial Services in lieu of money bond agents or keeping defendants in custody.

**County Executive's Recommendation**

**Summary of County Executive's Recommendations**

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Increase AB109 Funding for the Electronic Monitoring Program	↑	This funding will enhance the electronic monitoring program.	—	—	\$200,000
Recognize Loss of Superior Court Revenue	●	This revenue loss will have no impact on service levels because the positions will continue to assist the superior court.	—	—	\$487,000
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					



### ↑ Increase AB109 Funding for the Electronic Monitoring Program

**Recommended Action:** Continue using Public Safety Realignment Act (AB 109) funding for the Pretrial Services Electronic Monitoring Program with an allocation of \$200,000 in one-time funding.

**Service Impact:** Pretrial Services provides a higher level of supervision for individuals in the Pretrial Services Electronic Monitoring Program (EMP) as a condition of release. Pretrial Services created EMP to enhance the services available to the Superior Court and release conditions for pretrial clients. The department currently uses \$100,000 in AB 109 funding per year to provide the program, which has the capability to monitor alcohol use, provide global positioning system monitoring and home detention services. Since the inception, and as the Superior Court has become more familiar with the program, Pretrial Services has seen a steady growth in EMP, particularly with alcohol monitoring. Actual use is broken down by the number of units being utilized per day. Between July 2015 and July 2016, EMP use increased 400 percent, from an average of 552 units per day to

2,054 units per day. Based on this projection of use, Pretrial Services anticipates 2,963 days of use by the end of 2017. To meet this growth, an additional \$200,000 in AB 109 funding is requested over two years.

**One-time Cost: \$200,000**

### ● Recognize Loss of Superior Court Revenue

**Recommended Action:** Recognize the loss of \$487,000 in revenue reimbursement in FY 17-18.

**Service Impact:** Since 2002, Pretrial Services has had a memorandum of understanding with the Superior Court in which the Department provides criminal background checks for Probate Court, Family Court and all restraining order requests, including domestic violence cases. As of September 2016, the Superior Court stopped providing the revenue reimbursement to support the 4 FTE providing the background checks. There will be no impact to service levels as the 4 FTE will continue to provide the background checks.

**One-time cost: \$487,000**

#### Office of Pretrial Services— Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,481,973	\$ 5,917,204	\$ 5,786,914	\$ 5,807,445	(109,759)	-1.9%
3591	PTS AB109 Project - Fund 0001	526,901	681,436	749,934	748,333	66,897	9.8%
<b>Total Net Expenditures</b>		<b>\$ 6,008,873</b>	<b>\$ 6,598,640</b>	<b>\$ 6,536,848</b>	<b>\$ 6,555,778</b>	<b>(42,862)</b>	<b>-0.6%</b>

#### Office of Pretrial Services— Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 5,606,278	\$ 6,194,457	\$ 6,064,167	\$ 6,084,698	(109,759)	-1.8%
3591	PTS AB109 Project - Fund 0001	526,901	681,436	749,934	748,333	66,897	9.8%
<b>Total Gross Expenditures</b>		<b>\$ 6,133,179</b>	<b>\$ 6,875,893</b>	<b>\$ 6,814,101</b>	<b>\$ 6,833,031</b>	<b>(42,862)</b>	<b>-0.6%</b>



**Office of Pretrial Services— Budget Unit 210  
Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 5,342,281	\$ 5,864,530	\$ 5,718,569	\$ 5,706,337	\$ (158,193)	-2.7%
Services And Supplies	790,898	1,011,363	1,095,532	1,126,694	115,331	11.4%
<b>Total Gross Expenditures</b>	<b>\$ 6,133,179</b>	<b>\$ 6,875,893</b>	<b>\$ 6,814,101</b>	<b>\$ 6,833,031</b>	<b>\$ (42,862)</b>	<b>-0.6%</b>
Expenditure Transfers	(124,305)	(277,253)	(277,253)	(277,253)	—	—
<b>Total Net Expenditures</b>	<b>\$ 6,008,873</b>	<b>\$ 6,598,640</b>	<b>\$ 6,536,848</b>	<b>\$ 6,555,778</b>	<b>\$ (42,862)</b>	<b>-0.6%</b>

**Office of Pretrial Services— Budget Unit 210  
Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 453,892	\$ 575,000	\$ 575,000	\$ 88,000	\$ (487,000)	-84.7%
3591	PTS AB109 Project - Fund 0001	684,331	751,562	751,562	951,562	200,000	26.6%
	<b>Total Revenues</b>	<b>\$ 1,138,223</b>	<b>\$ 1,326,562</b>	<b>\$ 1,326,562</b>	<b>\$ 1,039,562</b>	<b>\$ (287,000)</b>	<b>-21.6%</b>

**Office of Pretrial Services— Budget Unit 210  
Revenues by Type**

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 432,844	\$ 562,000	\$ 562,000	\$ 75,000	\$ (487,000)	-86.7%
Other Financing Sources	705,379	764,562	764,562	964,562	200,000	26.2%
<b>Total Revenues</b>	<b>\$ 1,138,223</b>	<b>\$ 1,326,562</b>	<b>\$ 1,326,562</b>	<b>\$ 1,039,562</b>	<b>\$ (287,000)</b>	<b>-21.6%</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 2017 Approved Budget	44.0	\$ 5,917,204	\$ 575,000
Board Approved Adjustments During FY 2017	—	157,471	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(757,068)	—
IntraCounty Adjustments	—	(111,444)	—
Other Adjustments	—	580,751	—



**Office Of Pretrial Svcs Fund 0001 — Cost Center 3590**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	<b>39.0</b>	<b>\$ 5,786,914</b>	<b>\$ 575,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 31,162	\$ —
Decision Packages			
210.1 Recognize Loss of Superior Court Revenue	—	—	(487,000)
Reduce PERS by \$7M due to prepayment of UAL	—	(10,631)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 20,531</b>	<b>\$ (487,000)</b>
<b>Recommended Budget</b>	<b>39.0</b>	<b>\$ 5,807,445</b>	<b>\$ 88,000</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 2017 Approved Budget	—	\$ 681,436	\$ 751,562
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	634,934	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(566,436)	—
<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>\$ 749,934</b>	<b>\$ 751,562</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ 200,000
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,601)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,601)</b>	<b>\$ 200,000</b>
<b>Recommended Budget</b>	<b>5.0</b>	<b>\$ 748,333</b>	<b>\$ 951,562</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

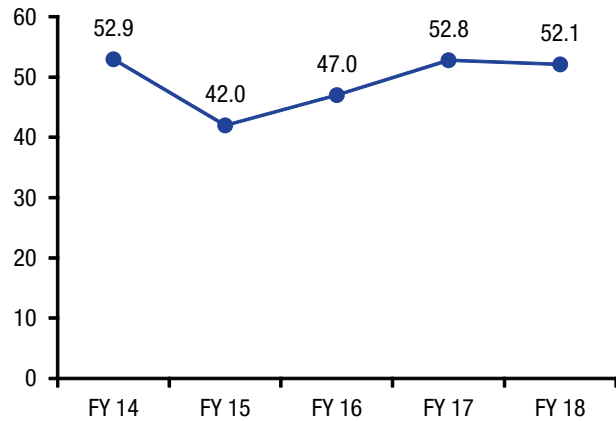
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- An amount based on, though not equal to, the County's contribution to trial court operations in FY 94-95, (\$28,726,780); and
- An amount equal 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 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 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 17-18 MOE requirement is \$39,650,742.



Gross Appropriation Trend

### Other Court Related Costs

Under the provisions of the Trial Court Funding Act and subsequent legislation, counties are fiscally responsible for court facilities until those facilities are transferred to the State. After a facility is transferred to the State, the county remains responsible for a court facility payment (CFP) as a maintenance of effort contribution to the State, while future increased costs are the responsibility of the State. The CFP is budgeted in the Facilities and Fleet Department budget.

### 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.

For FY 17-18, the administration estimates collections will total \$205 million, the same amount initially estimated for FY 16-17. Actual revenues for FY 16-17 are currently projected to fall below the anticipated amount due, because growth slowed in FY 16-17. The

administration expects growth in actual revenue from FY 16-17 to FY 17-18, but not enough to warrant a budget estimate increase.

Maintenance of effort is required of the County to fund public safety and justice programs at a baseline level. The baseline level changes each year at a rate similar to the growth or decline in this revenue account. The Controller-Treasurer Office has done a preliminary estimate of the MOE for FY 16-17 that indicates the County will continue to be meet the maintenance of effort requirements for the Public Safety Sales Tax.

### Public Safety Realignment Program – AB 109

In October 2011, California's Public Safety Realignment Act (Assembly Bill 109) became law. This law, commonly referred to as Realignment, seeks to alleviate prison overcrowding by mandating that low-level felons become the responsibility of local jurisdictions. In other words, after Realignment took effect, nonviolent and non-serious felons began serving their sentences in jail instead of prison. In addition, supervision of this population is carried out locally, by probation instead of parole. 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.

The establishment of the County's Reentry Resource Center in February 2012 along with the Community Corrections Partnership (CCP) Plan and the Adult Reentry Strategic Plan, paved a new path for doing business by focusing on recidivism reduction strategies, streamlining processes to link inmates to effective in-custody and post-release community-based programming, identifying cost-saving methods, and supporting the realignment of parolees and low-level prisoners under AB 109. The County determined funding allocation for a proactive, rehabilitative justice network with untold capacity for continued improvement over the course of the last five years.

### Key Findings and Trends in the Last Five Years of Realignment

Between October 2011 and September 2016, over 6,210 unique individuals were realigned in Santa Clara County. The Realignment population can be broken down into three groups (1) post-release community supervision (PRCS), (2) 1170(h) straight (serve the entire

sentence in jail custody), and (3) 1170(h) mandatory supervision (MS). Looking at PRCS and 1170 MS together, 63 percent of all realignments were supervised in the community after the individuals were released from custody. As of September 2016:

- 44 percent had reentered as PRCS at least once
- 37 percent had reentered as 1170 straight at least once
- 19 percent had reentered as 1170 MS at least once

On September 30, 2011, the total jail population of Santa Clara County was 3,429. Five years later, on September 30, 2016, the jail population was 3,620, of which 638 inmates in custody had a Realignment history, or 18 percent of the total jail population.

After five years of Realignment, as well as additional policies such as Proposition 47, the jail population was only six percent higher than it was immediately prior to Realignment. The initial bubble resulting from Realignment appears to have receded. Despite the reassignment of state inmates to the County increased its felon population, the average length of stay only increased by 50 days. Note that these figures are from two individual snapshot of a single day five years apart and do not necessarily represent trends over five years.

For its five-year report, the Office of Reentry Services captured 6,210 unique individuals who had been released in Santa Clara County under Realignment as of September 30, 2016. For in-custody programming, data for 3,585 unique individuals were available because only 1170(h) inmates receive AB 109 programming.

The table below only reflect the numbers for Realignment clients. For these individuals there were 13,780 re-offenses (new law violations).

	Number of Individuals	Percent of Total
<b>GENDER</b>		
Males	5,227	16%
Females	983	84%
<b>RACE/ETHNICITY</b>		
Hispanic/Latino	3,156	51%
White/Caucasian	1,586	26%
Black/African-American	823	13%
All Others	645	10%



	Number of Individuals	Percent of Total
<b>AGE (at reentry)</b>		
18-24	868	14%
25-34	2,238	36%
35-44	1,635	26%
45-54	1,119	18%
55 and older	350	6%
<b>SERVICE RECIPIENTS</b>		
Substance Use Treatment	2,773	45%
Mental Health Services	1,160	19%
Social Services	~2,480	40%
Reentry Contracted Referrals	~2,235	36%
In-Custody Programming	~1,583	44%
<b>RE-OFFENSE BY LEVEL</b>		
Misdemeanors	10,369	75%
Felonies	3,441	25%
<b>RE-OFFENSE BY TYPE</b>		
Drug/Alcohol	5,472	40%
Property/Theft/Fraud	3,940	29%
All Other Categories	4,368	31%

### Homelessness continues to impact the Realignment population.

In 2016 42 percent of clients who visited the Reentry Resource Center were homeless at intake. Homelessness has devastating effects on clients' health, ability to secure employment, their recovery from substance dependency and mental health disorders, and reunification with family.

### The Realignment population struggles with public health issues

The Realignment population has high rates of mental illness and substance use disorders. From data available, about one-fifth of the Realignment population has been diagnosed with a serious mental illness. This means that the number of individual with any mental health issues is likely higher. About two-thirds of the Realignment population has a substance use disorder.

### The Realignment population is generally not a threat to public safety

The types of crimes committed by AB 109 clients after reentering the community confirm that the Realignment population is primarily nonviolent. Of the Realignment recidivism in the County, 75 percent of all re-offenses were misdemeanor crimes. Drugs and

alcohol offenses comprise 40 percent of the crimes and were by far the most common crime linked to recidivism. The next most common, at 29 percent, were related to property, theft and fraud, often committed because of substance dependency.

### Recidivism is significantly higher among young adults

The highest rate of recidivism by far occurred among young people ages 18 to 24. For those who committed a new offense within a year, this population recidivated at a rate of 62 percent compared with 53.2 percent for individuals ages 25 to 34. The recidivism rates decreases as the age at reentry increases.

### Intensive supervision is a viable and cost-effective alternative to traditional sentencing

In the past five years, 654 individuals served part of their sentences in the Custodial Alternative Supervision Program (CASP) implemented by the Office of the Sheriff in 2012. As of 2016, CASP had a 70 percent completion rate, meaning the participant completed the alternative sentence without being remanded to custody for committing new offenses, failing drug and alcohol tests, failing to report to class, or committing other violations. Those who completed CASP recidivated at a lower rate than those released from jail under conventional circumstances.

### Racial minorities are overrepresented

Over the past five years, 51 percent of the Realignment population was Hispanic/Latino followed by 26 percent White/Caucasian, 13 percent Black or African American, and 10 percent other ethnicities. This represents a large overrepresentation of Hispanic/Latino and Black or /African American residents, given that only 27 percent of Santa Clara County's population is Hispanic/Latino and two percent of Santa Clara County's population is Black/African American.



## Goals and Recommendations

- identify innovative opportunities for increasing housing resources for low-income and highly vulnerable clients at imminent risk of homelessness, recidivism, or death
- identify core reasons for their high recidivism rates among offenders 18 to 24 and target age-appropriate services, concentrating those services in the locations with highest crime rates among youth
- reduce disparity in the criminal justice system, specifically in the jail, through effective community-based prevention programs
- expand supportive housing, substance use, and client navigation services that will reduce recidivism and support the client's needs
- enhance enterprise data management and electronic communication to improve technology to provide for standardization and processes that will improve collaboration and outcomes
- employ data-collection and evaluation methods for evidence-based practices to evaluate services such as CASP, substance use, mental health, and faith-based programs
- use the Referral Tracking System to hold staff and contractors accountable for ensuring the success of Realignment programs
- continue to conduct focus groups and surveys among in-custody and out-of-custody clients, Reentry Center partners, contractors, and staff to determine where programs need to be increased, decreased, or altered for maximum program success and to improve communication among stakeholders
- continually increase capacity for assessments and re-evaluations to create better systems and accountability for integrating client case assess-

ments with referrals, treatment, and follow-up to frame improvement rather than recidivism as a final outcome

- continue to establish, preserve, and expand cross-system collaborations
- leverage the success of the AB 109-funded programs to service all County residents exiting jail and prison

In FY 17-18, the County expects to receive \$46.9 million. The ongoing cost for the program in FY 17-18 is \$46.7 million with an additional one-time allocation of \$8.9 million, including a reserve of \$5.9 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 the recommendation for each impacted department.

### Summary of Realignment Revenue and Expenses

Santa Clara County received a total of \$187,608,397 in State revenue between October 1, 2011, and September 30, 2016. Of the total, \$167,915,592 was actually expended and \$19,692,805 remained as fund balance for allocation in FY 16-17 and FY 17-18.

Funding was identified to maximize program and treatment resources to improve the chances for individuals to be successful in becoming productive members of society, provide maximum flexibility to respond to actual and changing conditions, and identify and highlight important policy issues and problems that arose since the implementation of realignment, such as the need to allocate funding for jail diversion programming. The table below depicts the base cost and recommended ongoing and one-time changes for the FY 17-18 budget.

## Summary of Departmental Ongoing Allocations for FY 17-18 Base and Recommended

Department	FTE	FY 16-17 Base Cost	FY 17-18	FY 17-18	FY 17-18 Total
			Recommended Ongoing Changes	Recommended One-time Changes	
County Executive/Office of Reentry Services	13.0	\$2,058,846		\$298,000	\$2,356,846
Office of Supportive Housing	0.0			\$5,000,000	\$5,000,000
Employee Services	0.0	\$10,000			\$10,000
<b>Total</b>	<b>214.0</b>	<b>\$47,976,850</b>		<b>\$15,692,720</b>	<b>\$63,669,570</b>



## Summary of Departmental Ongoing Allocations for FY 17-18 Base and Recommended

Department	FTE	FY 16-17 Base Cost	FY 17-18 Recommended Ongoing Changes	FY 17-18 Recommended One-time Changes	FY 17-18 Total
Information Services	5.0	\$1,162,760			\$1,162,760
Public Defender – Expungement Services	3.0	\$529,286			\$529,286
Pretrial Services	5.0	\$751,562		\$200,000	\$951,562
Sheriff/Department of Correction	71.0	\$12,363,906			\$12,363,906
Probation	50.0	\$9,838,517			\$9,838,517
Facilities & Fleet	0.0	\$520,000			\$520,000
Behavioral Health Services Department - Mental Health	15.0	\$5,711,385		\$1,500,000	\$9,211,385
Behavioral Health Services Department - Substance Use	14.0	\$5,467,671			\$5,467,671
Custody Health	26.0	\$5,158,027			\$5,158,027
Social Services Agency	7.0	\$896,625			\$896,625
Valley Medical Center	5.0	\$508,265			\$508,265
Criminal Justice System-wide Costs	0.0	\$3,000,000		\$9,694,720	\$9,694,720
<b>Total</b>	<b>214.0</b>	<b>\$47,976,850</b>		<b>\$15,692,720</b>	<b>\$63,669,570</b>

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Allocate One-Time Funding for Adult Reentry Services	↑	Enhance Adult Reentry Services	—	—	—
Establish One-Time Reserve for AB109	●	No impact on services	—	—	—
Allocate One-Time Funding for Jail Diversion Booking	↑	Support committee and board recommendations	—	—	—
Allocate AB109 Funding to Support Public Health PEACE	↑	Enhance jail diversion efforts	—	—	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Allocate One-Time Funding for Adult Reentry Services

**Recommended Action:** Allocate one-time funding in the amount of \$1.5 million to support Adult Reentry Services in the Office of Reentry Services.

**Service Impact:** In 2013, the County Executive's Office of Reentry Services (ORS) released the first round of requests for proposals (RFP) focusing on education, employment, family reunification, and health and well-being services for custodial and noncustodial adults at

high-risk of recidivism. These services were offered to reentry clients in the community. Five community-based organizations were selected to provide adult reentry services for period August 13, 2013, through June 30, 2014. ORS released a second round of requests on February 4, 2014, for services covering the period of July 1, 2015, through June 30, 2016. In late February 2016,



ORS released the RFP to solicit education, employment, family reunification, legal, and health and well-being services

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

One-time Cost: \$1,500,000

Total cost offset by a Transfer-in from the AB109 Fund

● **Establish One-Time Reserve for AB109**

**Recommended Action:** Allocate one-time funding in the amount of \$5 million for the Public Safety Realignment Program's (AB 109) ongoing operations and allocate one-time funding in the amount of \$944,720 to offset the reduction in expected revenue in the Office of Reentry Services.

**Service Impact:** In FY 2017-18, the anticipated revenue from the State is expected to be \$46,752,810, of which \$47,976,850 is recommended for current and recommended staffing needs and services and supplies. It is prudent to place 10% of the cost of operations in a reserve to be used for future unanticipated needs or future deficits in the AB 109 program, the recommendation is for \$5,000,000. Additionally, \$944,720 in one-time funding is required to offset the difference between expected revenue and expenses. During calendar year 2017, the Office of Reentry Services will closely monitor expenses and conduct extensive program evaluation to identify potential reductions to take effect in July 1, 2018. The AB 109 2017 Fund Balance is projected at \$20.2 million.

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

One-time Cost: \$5,944,720

Total cost offset by a Transfer-in from the AB109 Fund

↑ **Allocate One-Time Funding for Jail Diversion Booking**

**Recommended Action:** Allocate one-time funding in the amount of \$1 million for jail diversion booking in the Office of Reentry Services.

**Service Impact:** The purpose of pre-booking diversion at county jail would be to divert individuals with behavioral health and co-occurring substance disorders away from incarceration, and sometimes lengthy jail stays, to treatment and services in the community. Once an individual is diverted, and they complete the

requirements of that diversion, the criminal case against the individual would be dismissed. Some of the benefits of pre-booking diversion:

- reduction in jail bookings and costs associated with jail stay
- fewer criminal cases to process for the court, District Attorney, and Public Defender
- reduction in financial costs to defendant from bail, attorney fees, and fines levied upon conviction
- opportunity for defendant to avoid criminal conviction on their record and criminal justice system entanglement

In December 2016, officials from Superior Court, the Office of the Sheriff, Reentry Services, Behavioral Health Services, and the County Executive's Office toured the lower booking area of the main jail to explore options for pre-booking diversion. During the tour, it became apparent the lower booking area is too small for a pre-booking diversion operation. Since that time, additional options for a pre-booking diversion operation have been brought forward. These options:

- using a pre-fabricated mobile office station positioned near the jail
- using the Reentry Center
- using unspecified location in the community

Due to the nature of pre-booking diversion being a 24/7 operation, feasibility of these options need to be furthered explored. Currently, the Office of the County Executive is working with Reentry Services, the Office of the Sheriff, Behavioral Health, and Superior Court to explore these options. A team of stakeholders is being assembled to develop pre-booking diversion eligibility criteria for Santa Clara County. Once criteria are developed and approved, the eligibility criteria should be applied to the current jail population to provide an estimate of the eligible population. Also a historical review of booking information in the Criminal Justice Information Control (CJIC) system should be conducted to determine the numbers of individuals annually who would be eligible for pre-booking diversion.

Setting aside \$1 million in AB 109 funding is an initial investment toward this effort and will provide additional funding to support the recommendations

from the Jail Diversion and Behavioral Health Subcommittee approved by the Board of Supervisors in September 2016.

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

One-time Cost: \$1,000,000

Total cost offset by a Transfer-in from the AB109 Fund

**↑ Allocate AB109 Funding to Support Public Health PEACE**

**Recommended Action:** Allocate AB 109 funding to support the East San Jose PEACE Partnership Leadership Teams Wellness Fund.

**Service Impact:** The request for AB 109 funds will be allocated to the Wellness Fund to support East San Jose PEACE Partnership efforts and act as a catalyst to attract other funding sources for sustainability. The forthcoming portfolio of interventions will be prioritized and include violence prevention strategies to decrease youth, family, and community violence and crime and increase resiliency and social and cultural capital. In 2017, the Reentry Network and Office of Reentry Services will update its strategic plan, which includes a health and well-being priority. County leaders are interested in a no-entry approach to prevent youth and young adults from following a family or community path to incarceration.

From October 2011 to December 2016, the Probation Department received 4,755 unduplicated clients into the Post-Release Community Supervision Program known

as PRCS/1170h. As of January 1, 2017, 13 percent of all clients released county-wide are associated with three zip codes (95116, 95122, and 95127) in East San Jose. Data by race and ethnicity are not available by zip code. Individuals identified as Hispanic represented 51 percent of the clients and clients who identified as Black represented 13 percent of the population.

This concentration of formerly incarcerated individuals reflects a social-cultural environment experiencing the symptoms of community trauma. Symptoms such as damaged economic and social processes result in families living in poverty, damaged social relations and supports, destructive social norms promoting violence, and decreased sense of collective political and social efficacy. High rates of incarceration fragment families, resulting in the vital need for social relationships and social supports to build resiliency in children and youth exposed to violence and potential trauma. Intergenerational relationships within families and neighborhoods are undermined by fear, distrust, and social distance.

The impact of incarceration on the community creates a cycle of poverty, crime and incarceration. Studies illustrate that levels of violence, crime and delinquency, education, distress, and various health problems are affected by neighborhood characteristics, particularly concentrated poverty. Reducing incarceration rates can contribute to breaking the cycle.

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

One-time Cost: \$250,000

Total cost offset by a Transfer-in from the AB109 Fund

**Criminal Justice Support— Budget Unit 217  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 44,318,387	\$ 52,797,943	\$ 43,424,795	\$ 52,119,515	(678,428)	-1.3%
<b>Total Net Expenditures</b>		<b>\$ 44,318,387</b>	<b>\$ 52,797,943</b>	<b>\$ 43,424,795</b>	<b>\$ 52,119,515</b>	<b>(678,428)</b>	<b>-1.3%</b>



### Criminal Justice Support— Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 44,318,387	\$ 52,797,943	\$ 43,424,795	\$ 52,119,515	\$ (678,428)	-1.3%
<b>Total Gross Expenditures</b>		<b>\$ 44,318,387</b>	<b>\$ 52,797,943</b>	<b>\$ 43,424,795</b>	<b>\$ 52,119,515</b>	<b>\$ (678,428)</b>	<b>-1.3%</b>

### Criminal Justice Support— Budget Unit 217 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 44,318,387	\$ 46,888,998	\$ 43,424,795	\$ 52,119,515	\$ 5,230,517	11.2%
Reserves	—	5,908,945	—	—	(5,908,945)	-100.0%
<b>Total Net Expenditures</b>	<b>\$ 44,318,387</b>	<b>\$ 52,797,943</b>	<b>\$ 43,424,795</b>	<b>\$ 52,119,515</b>	<b>\$ (678,428)</b>	<b>-1.3%</b>

### Criminal Justice Support— Budget Unit 217 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 209,881,982	\$ 230,421,091	\$ 221,012,146	\$ 229,706,866	\$ (714,225)	-0.3%
<b>Total Revenues</b>		<b>\$ 209,881,982</b>	<b>\$ 230,421,091</b>	<b>\$ 221,012,146</b>	<b>\$ 229,706,866</b>	<b>\$ (714,225)</b>	<b>-0.3%</b>

### Criminal Justice Support— Budget Unit 217 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Fines, Forfeitures, Penalties	\$ 8,708,450	\$ 8,544,100	\$ 8,544,100	\$ 8,544,100	—	—
Charges For Services	950,076	902,898	902,898	902,898	—	—
Aid From Government Agencies - State	195,660,195	205,000,000	205,000,000	205,000,000	—	—
Other Financing Sources	4,563,262	15,974,093	6,565,148	15,259,868	(714,225)	-4.5%
<b>Total Revenues</b>	<b>\$ 209,881,982</b>	<b>\$ 230,421,091</b>	<b>\$ 221,012,146</b>	<b>\$ 229,706,866</b>	<b>\$ (714,225)</b>	<b>-0.3%</b>

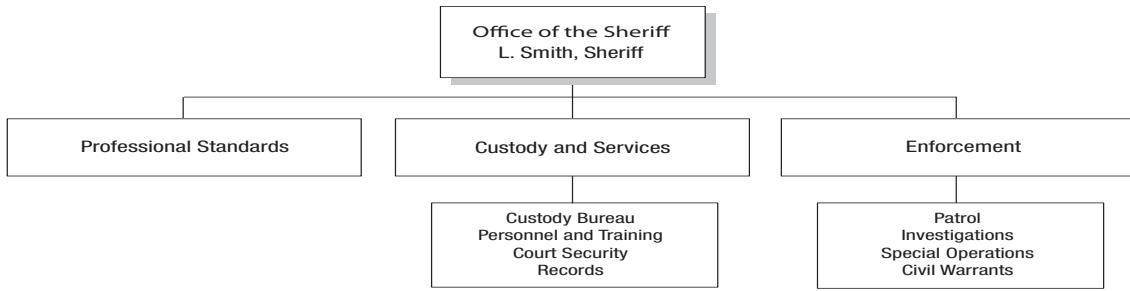


**Courts & Conflicts Spt Fund 0001 — Cost Center 3217**  
**Major Changes to the Budget**

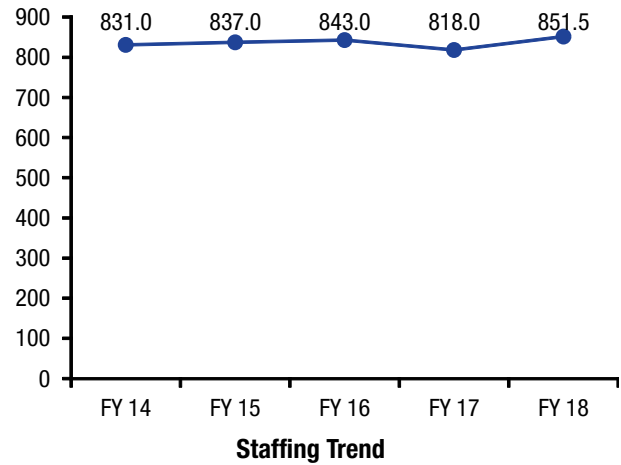
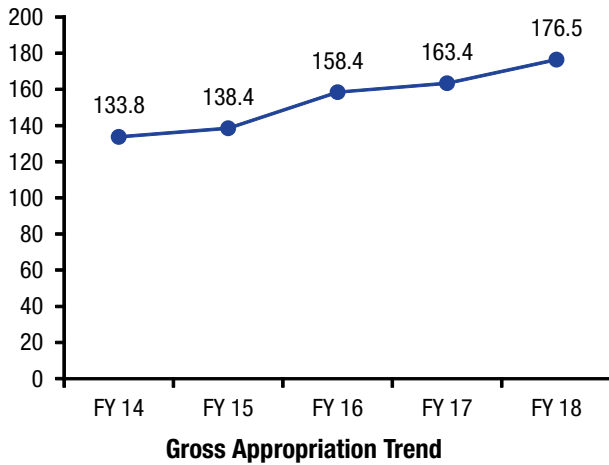
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 52,797,943	\$ 230,421,091
Board Approved Adjustments During FY 2017	—	(2,000,000)	(2,000,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	35,797	—
Other Adjustments	—	(7,408,945)	(7,408,945)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 43,424,795</b>	<b>\$ 221,012,146</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ 8,694,720
Decision Packages			
217.02 Allocate One-Time Funding for Adult Reentry	—	1,500,000	—
217.01 Establish One-Time Reserve for AB109	—	5,944,720	—
217.03 Allocate One-Time Funding for Jail Diversion Booking	—	1,000,000	—
217.05 Allocate AB109 Funding to Support Public Health PEACE	—	250,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 8,694,720</b>	<b>\$ 8,694,720</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 52,119,515</b>	<b>\$ 229,706,866</b>



# Office of the Sheriff



Section 2: Public Safety and Justice



In addition to the 851.5 positions above, the Sheriff has assigned an additional 804 jail detention services personnel to work at the Department of Correction.





## 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 the following:

- County Parks and Recreation Department
- Superior Court system
- Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- County Counsel

As part of an administrative restructuring of the Department of Correction (DOC), the Sheriff is the appointing authority for the badge positions, custody support assistants, and non-badge administrative staff, such as fiscal and information technology. The Chief of

Correction is the appointing authority for specified non-badge operational staff in Food Services, Administrative Booking, Inmate Laundry, and Warehouse.

The Sheriff 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 the 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, the jail management system, regional information sharing (Coplink), and Cal ID fingerprint information systems. This division also comprises human resources, background and recruiting, training and video-creation functions, the Regional Training Facility, and the Health and Injury Prevention program. 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 US Secret Service. The 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, Mount Hamilton and San Antonio Valleys, and South Santa Clara County including San Martin, unincorporated areas around Morgan Hill, and unincorporated areas around 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 Court 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. 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, the Domestic Violence Unit, the Sexual Assault Felony Enforcement, and the Rapid Enforcement Allied Computer Team.

## Transit Patrol

The Santa Clara Valley Transportation Authority (VTA) contracts with the Sheriff's Office for general law enforcement services. Patrol deputies currently handle more than 1,100 dispatched events per month for the Valley Transportation Authority. The division includes a two-deputy plain-clothes Route Stabilization Team to reduce crimes and disruptive behavior committed aboard buses and light rail vehicles. Sheriff's staff assigned to VTA also participates in the County's efforts to assist the homeless and those in need of mental health services. The Transit Patrol Division 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. In FY16-17, staff was increased to add law enforcement services in preparation of the new Bay Area Rapid Transit (BART) service set to begin in Santa Clara County.

## 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 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

To ensure public safety services are comprehensive, the Sheriff's Office also staffs various specialized response teams such as the Bomb Squad, Hostage Negotiation Team, Tactical Sheriff's Emergency Response Team, Underwater Search Dive Team, Crowd Control Unit, Off Road Motorcycle Team, and the Air Support Unit, which all reside within the Special Operations Division. In addition to these 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 expertise and experience within this division not only supplements the daily operations of several other divisions within the Sheriff's Office, but

also allows Sheriff's Office staff to collaborate with multiple first responder agencies throughout Santa Clara County. Because the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, this division is responsible for providing coordination to, and working with, all law enforcement agencies in the County, especially in the area of homeland security.

## Citizen Volunteers and Reserve Deputy Sheriff Unit

This division supports the Sheriff's sworn personnel by supplying Reserve Deputy Sheriffs and civilian volunteers and youth cadets, who together donate thousands of hours yearly to the community.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Add Funding to Allow Deputy Sheriffs to Complete POST Driver's Training	↑	Allow deputy sheriffs to meet their training requirements	—	\$13,500	—
Purchase Surveillance Equipment for Evidence Rooms	↑	Enhance the safeguarding of evidence in criminal prosecution cases	—	\$12,000	\$208,000
Add Funding to Purchase and Test Electronic Control Devices	↑	Reduce use of force by custody personnel	—	—	\$45,000
Enhance Human Trafficking Enforcement	↑	Enhance the human trafficking unit	1.0	\$235,159	(\$59,393)
Add Resources for the Implementation of Employee Emergency Alert System	↑	Facilitate the countywide implementation of employee emergency alert system	1.0	\$169,083	(\$42,270)
Delete Chronically Vacant Positions	●	The recommendation will not impact current service levels.	(3.0)	—	(\$501,720)

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

### ↑ Add Funding to Allow Deputy Sheriffs to Complete POST Driver's Training

**Recommended Action:** Provide funding for Sheriff's Deputies in the Transportation Unit to complete commercial transportation driver training.

**Service Impact:** The Transportation Unit travels a total of approximately 700,000 miles in a given year and must attend Peace Officer Standards Training (POST), mandated training for commercial driving. Because commercial transportation driver training is fully certified for both correctional and law enforcement deputies, it meets the training requirements for all of the staff currently assigned to transportation and will



reduce the County's potential for vehicle collisions and corresponding liability related to personnel, inmates, and the public.

**Ongoing Cost: \$13,500**

### ↑ Purchase Surveillance Equipment for Evidence Rooms

**Recommended Action:** Authorize funding to purchase current technology surveillance camera equipment for the Sheriff's Office evidence rooms.

**Service Impact:** Existing surveillance cameras installed in the Sheriff's Office Evidence Rooms are antiquated, unreliable, and inadequate. The video recording devices connected to the cameras are also very old and are no longer able to meet the video management requirements of the Sheriff's Office. The complete replacement of the evidence rooms surveillance system is necessary to fully safeguard valuable and important criminal case evidence. Additional cameras strategically mounted in the evidence rooms are necessary to ensure video surveillance coverage of the entire perimeter of the area and to monitor who enters and exits. Prevention of loss of material criminal case evidence is critical to court criminal court cases and in the litigation of any matter in the courts.

**Ongoing Cost: \$12,000**  
**One-time Cost: \$208,000**

### ↑ Add Funding to Purchase and Test Electronic Control Devices

**Recommended Action:** Allocate funding to acquire and pilot test electronic control devices (ECD).

**Service Impact:** This ECD pilot project will provide an opportunity to deploy a select number of devices in both the Custody and Enforcement bureaus. The pilot will be managed in a systematic manner leveraging research compiled by the Research and Policy team as well as professional law enforcement publications. This will allow the Department to look at ECD devices that offer the best deployment approaches with an emphasis on training. Further, the Department will structure the pilot in a manner that allows ECD to track, monitor, and

audit their effective deployment within the Custody and Enforcement bureaus. This pilot will also rollout in tandem with a draft Departmental ECD policy.

The Sheriff's Office recommends a pilot project that allows the Department to effectively field test ECDs. ECDs provide officers with the opportunity to conclude potentially violent confrontations without the use of deadly force when possible. The ECD is not intended to replace a firearm but provide a safer means of dealing with non-deadly force situations.

**One-time Cost: \$45,000**

### ↑ Enhance Human Trafficking Enforcement

**Recommended Action:** Add 1.0 FTE Sergeant position for labor trafficking and exploitation investigations..

**Service Impact:** This newly created position of Sheriff's Office detective sergeant will specialize in labor trafficking and exploitation investigations. Enforcement and prosecution are the front lines to combating human trafficking. Since the creation of the Law Enforcement to End Human Trafficking Task Force, the County has experienced an increase in the number of exploitative commercial sex situations uncovered, perpetrators prosecuted, and victims recovered. Law enforcement agencies across the County are increasingly experienced and effective in conducting sex trafficking investigations. The goal now is to strive for similar results in labor trafficking and increase overall public safety in the County.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$235,159**

**One-time Savings: \$59,393**

Salary savings reflecting time for recruitment

### ↑ Add Resources for the Implementation of Employee Emergency Alert System

**Recommended Action:** Add 1.0 Information Systems Analyst II position to manage an employee emergency alert system.

**Service Impact:** Public institutions and public employees are sometimes the target of anger and County employees have been threatened. In response to requests from various departments, the Sheriff Office

plans to expand an employee emergency alert system, currently in use by Health and Hospital System, to cover other departments.

The employee emergency alert system will complement the County's existing emergency systems by adding critically needed functions to target County employees, based on building department, building location, the specific floor, or even the individual user. The new analyst will implement and maintain the technical aspects of the employee emergency alert system. In coordination with departmental contacts, the analyst will analyze threats and emergency situations and translate them into business rules and use-cases to meet various emergency situations, including categorizing emergencies and identifying notification procedures. This is expected to be a full-time position supporting the entire County and over 16,000 staff. Adding a full-time analyst will improve the capabilities of the system and enable more efficient and effective employee emergency notification system, thereby increasing staff safety overall within the County.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$169,083**  
**One-time Savings: \$42,270**  
 Salary savings reflecting time for recruitment

## ● Delete Chronically Vacant Positions

**Recommended Action:** Delete 3.0 FTE Deputy Sheriff positions that have been chronically vacant for more than two years.

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended Budget. The County Executive 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 2016. 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.

**Positions Deleted: 3.0 FTE**  
**Ongoing Net Savings: \$501,720**

### Sheriff's Department— Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
023001	Administration Fund 0001	\$ 5,679,839	\$ 6,425,167	\$ 6,093,305	\$ 6,079,467	\$(345,700)	-5.4%
023002	Administrative Svcs Fund 0001	21,390,028	22,182,463	25,900,988	25,575,537	3,393,074	15.3%
023003	Field Enforcement Bureau Fund 0001	64,143,695	69,408,280	78,333,795	78,629,041	9,220,761	13.3%
023004	Services Bureau Fund 0001	53,319,412	58,246,927	59,383,281	59,211,472	964,545	1.7%
023005	Internal Affairs Fund 0001	873,330	1,545,059	1,792,068	1,784,995	239,936	15.5%
<b>Total Net Expenditures</b>		<b>\$ 145,406,304</b>	<b>\$ 157,807,896</b>	<b>\$ 171,503,437</b>	<b>\$ 171,280,512</b>	<b>\$ 13,472,616</b>	<b>8.5%</b>



### Sheriff's Department— Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
023001	Administration Fund 0001	\$ 5,940,541	\$ 6,425,167	\$ 6,093,305	\$ 6,079,467	\$ (345,700)	-5.4%
023002	Administrative Svcs Fund 0001	21,430,804	22,216,466	25,934,991	25,609,540	3,393,074	15.3%
023003	Field Enforcement Bureau Fund 0001	68,700,496	73,404,159	81,829,730	82,124,976	8,720,818	11.9%
023004	Services Bureau Fund 0001	54,456,214	59,303,777	60,577,892	60,406,083	1,102,306	1.9%
023005	Internal Affairs Fund 0001	1,351,071	2,015,029	2,278,074	2,271,001	255,972	12.7%
<b>Total Gross Expenditures</b>		<b>\$ 151,879,126</b>	<b>\$ 163,364,597</b>	<b>\$ 176,713,992</b>	<b>\$ 176,491,067</b>	<b>\$ 13,126,470</b>	<b>8.0%</b>

### Sheriff's Department— Budget Unit 230 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 129,450,704	\$ 139,498,597	\$ 149,267,561	\$ 148,463,723	\$ 8,965,126	6.4%
Services And Supplies	20,460,403	23,399,144	27,446,431	28,027,344	4,628,200	19.8%
Fixed Assets	1,968,018	—	—	—	—	—
Reserves	—	466,856	—	—	(466,856)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 151,879,126</b>	<b>\$ 163,364,597</b>	<b>\$ 176,713,992</b>	<b>\$ 176,491,067</b>	<b>\$ 13,126,470</b>	<b>8.0%</b>
Expenditure Transfers	(6,472,821)	(5,556,701)	(5,210,555)	(5,210,555)	346,146	-6.2%
<b>Total Net Expenditures</b>	<b>\$ 145,406,304</b>	<b>\$ 157,807,896</b>	<b>\$ 171,503,437</b>	<b>\$ 171,280,512</b>	<b>\$ 13,472,616</b>	<b>8.5%</b>

### Sheriff's Department— Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
023001	Administration Fund 0001	\$ 1,004,442	\$ 622,532	\$ 620,532	\$ 620,532	\$ (2,000)	-0.3%
023002	Administrative Svcs Fund 0001	4,930,829	2,785,603	2,459,746	2,459,746	(325,857)	-11.7%
023003	Field Enforcement Bureau Fund 0001	26,517,095	28,311,883	35,884,972	35,884,972	7,573,089	26.7%
023004	Services Bureau Fund 0001	33,748,293	36,600,256	37,018,770	37,018,770	418,514	1.1%
<b>Total Revenues</b>		<b>\$ 66,200,659</b>	<b>\$ 68,320,274</b>	<b>\$ 75,984,020</b>	<b>\$ 75,984,020</b>	<b>\$ 7,663,746</b>	<b>11.2%</b>



## Sheriff's Department— Budget Unit 230

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Licenses, Permits, Franchises	\$ 15,864	\$ 22,000	\$ 16,300	\$ 16,300	(5,700)	-25.9%
Fines, Forfeitures, Penalties	81,274	68,000	72,200	72,200	4,200	6.2%
Aid From Government Agencies - Federal	609,984	—	—	—	—	—
Charges For Services	21,890,735	21,405,337	21,930,623	21,930,623	525,286	2.5%
Other Financing Sources	43,529,792	46,694,937	53,834,897	53,834,897	7,139,960	15.3%
Aid From Government Agencies - State	73,010	100,000	100,000	100,000	—	—
Revenue From Other Government Agencies	—	30,000	30,000	30,000	—	—
<b>Total Revenues</b>	<b>\$ 66,200,659</b>	<b>\$ 68,320,274</b>	<b>\$ 75,984,020</b>	<b>\$ 75,984,020</b>	<b>7,663,746</b>	<b>11.2%</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 2017 Approved Budget	18.0	\$ 6,425,167	\$ 622,532
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	103,845	—
IntraCounty Adjustments	—	(100,545)	—
Other Adjustments	—	(335,162)	(2,000)
<b>Subtotal (Current Level Budget)</b>	<b>18.0</b>	<b>\$ 6,093,305</b>	<b>\$ 620,532</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 3,320	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(17,158)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (13,838)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.0</b>	<b>\$ 6,079,467</b>	<b>\$ 620,532</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 2017 Approved Budget	151.0	\$ 22,182,463	\$ 2,785,603
Board Approved Adjustments During FY 2017	3.0	547,422	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	553,241	—
IntraCounty Adjustments	—	1,660,227	—
Other Adjustments	—	957,635	(325,857)
<b>Subtotal (Current Level Budget)</b>	<b>154.0</b>	<b>\$ 25,900,988</b>	<b>\$ 2,459,746</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 47,701	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(43,245)	—
SCC.21 Delete Chronically Vacant FTE	-3.0	(501,720)	—
230.9 Purchase and Test Electronic Control Devices (Taser)	—	45,000	—
230.15 Add ISA II Employee Emergency Alert System	1.0	126,813	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-2.0</b>	<b>\$ (325,451)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>152.0</b>	<b>\$ 25,575,537</b>	<b>\$ 2,459,746</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 2017 Approved Budget	302.0	\$ 69,408,280	\$ 28,311,883
Board Approved Adjustments During FY 2017	31.5	7,497,216	7,195,457
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,564,971	—
IntraCounty Adjustments	—	375,146	—
Other Adjustments	—	(511,818)	377,632
<b>Subtotal (Current Level Budget)</b>	<b>333.5</b>	<b>\$ 78,333,795</b>	<b>\$ 35,884,972</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 202,715	\$ —
Decision Packages			
230.6 Purchase Surveillance Equipment for Evidence Rooms	—	220,000	—
230.10 Add 1.0 Sergeant Positon for Human Trafficking Enforc	1.0	175,766	—



**Field Enforcement Bureau Fund 0001 — Cost Center 023003**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(303,235)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 295,246</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>334.5</b>	<b>\$ 78,629,041</b>	<b>\$ 35,884,972</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 2017 Approved Budget	337.0	\$ 58,246,927	\$ 36,600,256
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,325,451	—
IntraCounty Adjustments	—	80,211	539,314
Other Adjustments	—	(269,308)	(120,800)
<b>Subtotal (Current Level Budget)</b>	<b>337.0</b>	<b>\$ 59,383,281</b>	<b>\$ 37,018,770</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 55,237	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(240,546)	—
230.4 Add Funds for POST Mandated Commercial Driver Training	—	13,500	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (171,809)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>337.0</b>	<b>\$ 59,211,472</b>	<b>\$ 37,018,770</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 2017 Approved Budget	10.0	\$ 1,545,059	\$ —
Board Approved Adjustments During FY 2017	—	137,930	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	35,751	—
IntraCounty Adjustments	—	(8,339)	—
Other Adjustments	—	81,667	—
<b>Subtotal (Current Level Budget)</b>	<b>10.0</b>	<b>\$ 1,792,068</b>	<b>\$ —</b>



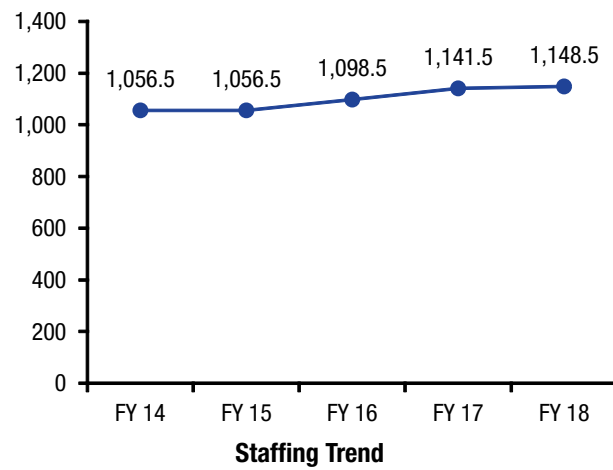
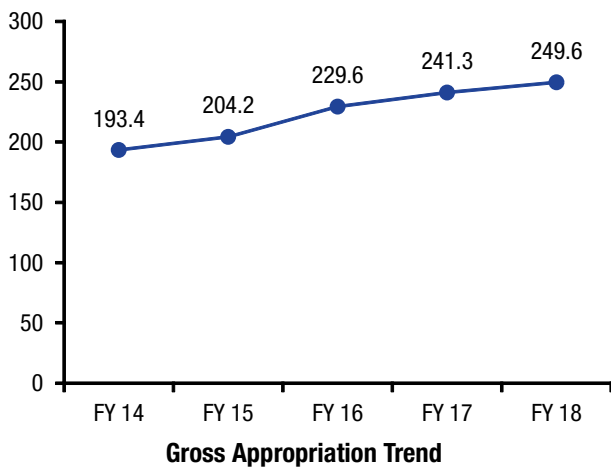
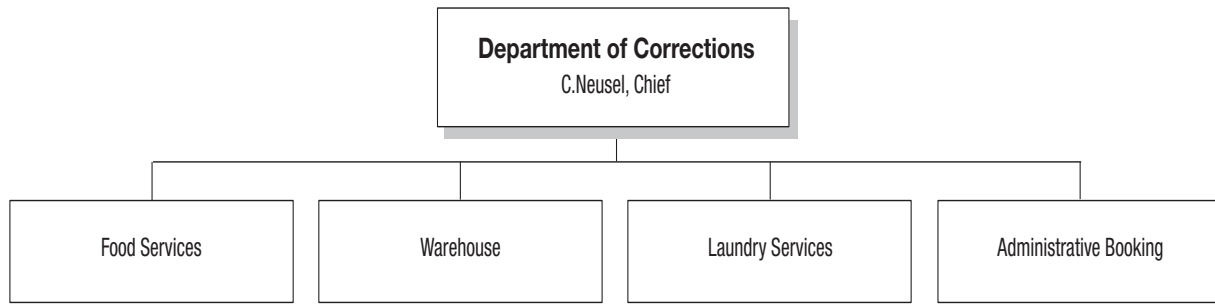


**Internal Affairs Fund 0001 — Cost Center 023005**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,940	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,013)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (7,073)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>10.0</b>	<b>\$ 1,784,995</b>	<b>\$ —</b>



# Department of Correction



Of the above 1,148.5 positions, the Sheriff has authorized the assignment of 804 jail detention services personnel to work at the Department of Correction.





## Description of Major Services

The Department of Correction (DOC), in conjunction with the Sheriff's Office, operates the County jails with department 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, fingerprinted, and photographed, then evaluated for release or housing in the jail. To properly house inmates in safe and secure facilities and in the least restrictive environment, custody services include intake, classification, and screening for work or alternative sentencing. Intake booking, all done at the Main Jail, initiates the County custody process for most inmates. Approximately 48,000 arrestees were accepted and processed at the County jail facilities in FY 15-16.

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.

All sentenced inmates are required to work. The inmates are selected by the assignment officer, screened, and approved by classification and medical staff to work. The management of inmate labor augments the work force in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills. The Inmate Screening Unit at the Elmwood Complex screens the inmates for the Public Service Program, which allows low-risk inmates to work on community service jobs on weekends in exchange for staying out of jail.

### Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates, the Department provides inmates with housing that meets State regulations, beds and other furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas. The Department also provides inmates with reasonable access to families and others, attorneys and other legal resources, and religious services and voluntary counseling.

The Food Service Unit prepares and serves more than 4.3 million nutritious and cost-effective meals annually. Meals meet State and Local mandates, which include therapeutic and religious diets for inmates. The DOC

projects it washed approximately 2.1 million pounds of inmate laundry and handle approximately 100,000 pounds of laundry annually for various local homeless shelters in FY 15-16.

Facilities staff provides inmates with the opportunity 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. All inmates are provided reasonable access to use telephones beyond the three calls to an attorney and others the Department, under state law, must provide after an arrest. Inmates are also allowed to freely correspond with family and friends through the mail. In addition, all inmates can participate in religious services and counseling available in their housing areas on a voluntary basis.

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 through a contracted legal research services provider. 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 health care to inmates, including medical, dental, mental health services, and counseling.

### **Inmate Programs**

Educational and treatment programs are designed to provide positive and productive opportunities for inmates and to facilitate successful reintegration into the community.

Comprehensive Behavior Modification programs are available for inmates 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.

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.

The Department also 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, carpentry, upholstery, blueprint reading, applied math, industrial safety, embroidery, engraving, and garment printing. The Department also provides 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 recidivism-reduction plans. CASU supervision of out-of-custody individuals involves compliance checks, drug screening, and physical checks and searches of the individual, their residence, and employment site.

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have contracts with this department:

- Catholic Charities for General Inmate Services
- Catholic Charities of SCC for Religious Services
- Correctional Institution Chaplaincy

## Measure of Success

**Response to Inmate Grievances:** The Department of Correction (DOC) will measure percent of inmate grievances responded to within 72 hours as part of its goal to provide an effective inmate grievance process that ensures fair, courteous, and professional treatment of all inmates. DOC will institute a centralized review process to provide consistent and meaningful responses and implement a robust tracking system to analyze and react to complaint trends and ensure responses are timely.

DOC is currently working with a consultant and is in the final stages of developing a new automated inmate grievance tracking and response system. DOC has also

created a new Grievance Unit whose sole responsibility is to receive, review, track, and respond to grievances in a fair, timely, and consistent manner. DOC's Grievance Policy is currently being revised to reflect these process changes. DOC will measure its success by analyzing the number and category of all grievances submitted versus its ability to provide timely resolutions. Meaningful resolutions will be measured by analyzing the number of appeals submitted to items considered resolved. DOC will also measure grievance trends each quarter to determine if policy, process, or protocol changes and training have been effective.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Purchase Full Body Scanners and Portable Scanners and Add Positions	↑	This action will enhance jail security.	5.0	\$859,166	\$1,884,138
Purchase Protective Stab Vests for Custody Personnel	↑	This funding will enhance jail security.	—	—	\$410,400
Contract for Additional Vocational Instructors for Main Jail and Elmwood	↑	This funding will allow for enhanced programming opportunities for inmates.	—	\$250,000	—
Enhance the Grievance Unit	↑	These positions will allow for dedicated staff to address inmate grievances.	2.0	\$338,062	(84,826)
Delete Chronically Vacant Positions	●	The recommendation will not impact current service levels.	(2.0)	—	(\$183,250)
Approve Exception to Keep 1.0 Chronically Vacant Position	●	The recommendation will not impact current service levels.	—	—	—

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

### ↑ Purchase Full Body Scanners and Portable Scanners and Add Positions

**Recommended Action:** Purchase seven full body scanner machines and two portable scanners and add 5.0 FTE Custody Support Assistant positions.

**Service Impact:** Assembly Bill 1705, passed in August 2016 allows jails and prisons to use full body scanners. The use of a full body scanner instead of a physical strip search makes the security search of an individual much faster to complete, with each scan requiring approximately 8 to 15 seconds, and allows the individual subject to the search to remain completely or partially clothed. Full body scanning technology will allow staff to see items concealed beneath clothing, without physically touching the individual being



scanned, potentially reducing the number of grievances. By improving staff's ability to complete security searches of all individuals moving through security entry points, full body scanners will reduce the amount of contraband (narcotics, guns, knives, electronics, etc.) entering the jail facilities.

**Positions Added: 5.0 FTE**  
**Ongoing Cost: \$859,166**  
**One-time Cost: \$1,884,138**

**↑ Purchase Protective Stab Vests for Custody Personnel**

**Recommended Action:** Allocate funding to purchase protective stab vests for use by custody personnel.

**Service Impact:** Correctional deputies, in contact with inmates as part of their routine daily responsibilities and assignments, are exposed to the risk of physical assaults on a regular basis. To reduce the risk of serious injury, the Sheriff's Office recommends the use of stab vests, a form of body armor.

**One-time Cost: \$410,400**

**↑ Contract for Vocational Instructors for Main Jail and Elmwood**

**Recommended Action:** Allocate funding for the Sheriff's Office to obtain contract instructors for a Vocational Training Program at both Main Jail and Elmwood.

**Service Impact:** The Sheriff's Office will continue to use existing vocational training contractors but expand the existing vocational training programs. Additional instructors are needed to ensure vocational training programs are offered at each facility and for inmates in various housing areas. This will allow the Sheriff's Office to complete jail reforms and comply with recommendations made by outside experts and the Board of Supervisors to expand programming that will aid inmates in gaining a skill that will lead to employment on release, which will help to reduce recidivism

**Ongoing Net Cost: \$250,000**

Ongoing cost of \$250,000 offset by ongoing savings in Special Program Reserves for Jail Reform

**↑ Enhance the Grievance Unit**

**Recommended Action:** Add 2.0 FTE Senior Management Analyst positions for the Grievance Unit.

**Service Impact:** In FY 16-17, the Sheriff's Office established a Grievance Unit to centralize the collection and tracking of inmate grievances. The Grievance Unit consists of one lieutenant and two management analysts. They are responsible for entering, tracking, and responding to grievances for the entire inmate population, which averages approximately 3,600 inmates a day. The Grievance Unit has experienced significant increases in the number of grievances they receive from inmates. This limits staff's ability to audit the facilities' schedules of grievances and to assure inmates receive timely responses to grievances. By adding two senior management analysts, the Sheriff's Office will be able to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials. These needs are currently being unmet with existing staff due to the high level of grievances being entered and tracked daily.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing cost of \$338,062 offset by ongoing savings in Special Program Reserves for Jail Reform

**● Delete Chronically Vacant Positions**

**Recommended Action:** Delete 2.0 FTE Law Enforcement Clerk positions that have been chronically vacant for more than two years. The positions deleted are as follows:

**Summary of Position Changes**

Class	Description	FTE
D43	Law Enforcement Clerk	2.0
<b>Total</b>		<b>2.0</b>

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended



Budget. The County Executive 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 2016. 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.

**Positions Deleted: 2.0 FTE**  
**Ongoing Savings: \$183,250**

### ● Approve Exception to Keep 1.0 Chronically Vacant Position

**Recommended Action:** Approve exception to maintain vacant position for more than five years for the following position:

### Summary of Position Changes

Class	Description	FTE
D43	Law Enforcement Clerk	1.0
<b>Total</b>		<b>1.0</b>

**Service Impact:** The Department of Corrections plans to fill this position in the immediate future. Administration recommends approval of the exception to maintain this position.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended Budget. The policy also requires Board of Supervisors approval to retain any position that has been vacant more than five years.

**Ongoing Cost: \$0**

Cost of the position is in the Base Budget

### Sheriff's Doc Contract— Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3106	Academy Fund 0001	\$ 152,563	\$ 163,323	\$ 161,755	\$ 161,755	\$ (1,568)	-1.0%
3107	Operational Standards & Inspection Unit - Fund 0001	485,015	1,364,455	967,738	963,242	(401,213)	-29.4%
3108	ADA Compliance Unit - Fund 0001	—	—	638,368	635,340	635,340	n/a
3112	Internal Affairs Fund 0001	611,718	695,766	662,975	660,062	(35,704)	-5.1%
3124	Training And Staff Dev Fund 0001	33,707	20,706	208,342	207,546	186,840	902.3%
3133	Inmate Screening Unit Fund 0001	91,149	204,996	239,976	238,964	33,968	16.6%
3135	Classification Fund 0001	5,502,354	5,210,836	5,250,534	5,227,246	16,410	0.3%
3136	Elmwood Men's Facility Fund 0001	63,646,759	63,032,796	63,468,165	63,201,664	168,868	0.3%
3142	Custodial Alternative Supervision-Fund 0001	331,417	634,820	638,592	635,556	736	0.1%
3146	Inmate Progs-Psp Fund 0001	2,707,182	2,745,489	2,451,491	2,439,253	(306,236)	-11.2%
3160	Inmate Welfare Services - Fund 0001	—	—	329,581	329,581	329,581	n/a
023503	Main Jail Complex Fund 0001	64,465,107	67,571,395	68,227,668	67,948,163	376,768	0.6%
023509	Central Services Fund 0001	1,150,292	2,835,754	3,376,734	3,360,951	525,197	18.5%
<b>Total Net Expenditures</b>		<b>\$ 139,177,262</b>	<b>\$ 144,480,336</b>	<b>\$ 146,621,919</b>	<b>\$ 146,009,323</b>	<b>\$ 1,528,987</b>	<b>1.1%</b>



### Sheriff's Doc Contract— Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3106	Academy Fund 0001	\$ 152,563	\$ 163,323	\$ 161,755	\$ 161,755	(1,568)	-1.0%
3107	Operational Standards & Inspection Unit - Fund 0001	485,015	1,364,455	967,738	963,242	(401,213)	-29.4%
3108	ADA Compliance Unit - Fund 0001	—	—	638,368	635,340	635,340	n/a
3112	Internal Affairs Fund 0001	611,718	695,766	662,975	660,062	(35,704)	-5.1%
3124	Training And Staff Dev Fund 0001	33,707	20,706	208,342	207,546	186,840	902.3%
3133	Inmate Screening Unit Fund 0001	91,149	204,996	239,976	238,964	33,968	16.6%
3135	Classification Fund 0001	5,502,354	5,210,836	5,250,534	5,227,246	16,410	0.3%
3136	Elmwood Men's Facility Fund 0001	63,646,759	63,032,796	63,468,165	63,201,664	168,868	0.3%
3142	Custodial Alternative Supervision-Fund 0001	331,417	634,820	638,592	635,556	736	0.1%
3146	Inmate Progs-Psp Fund 0001	2,707,182	2,745,489	2,451,491	2,439,253	(306,236)	-11.2%
3160	Inmate Welfare Services - Fund 0001	—	—	329,581	329,581	329,581	n/a
023503	Main Jail Complex Fund 0001	64,465,107	67,571,395	68,227,668	67,948,163	376,768	0.6%
023509	Central Services Fund 0001	1,150,292	2,835,754	3,376,734	3,360,951	525,197	18.5%
<b>Total Gross Expenditures</b>		<b>\$ 139,177,262</b>	<b>\$ 144,480,336</b>	<b>\$ 146,621,919</b>	<b>\$ 146,009,323</b>	<b>\$ 1,528,987</b>	<b>1.1%</b>

### Sheriff's Doc Contract— Budget Unit 235 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 139,177,262	\$ 144,480,336	\$ 146,621,919	\$ 146,009,323	\$ 1,528,987	1.1%
Fixed Assets	0	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>\$ 139,177,262</b>	<b>\$ 144,480,336</b>	<b>\$ 146,621,919</b>	<b>\$ 146,009,323</b>	<b>\$ 1,528,987</b>	<b>1.1%</b>





### Sheriff's Doc Contract— Budget Unit 235 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3135	Classification Fund 0001	\$ 513,999	\$ 527,525	\$ 527,525	\$ 527,525	—	—
3136	Elmwood Men's Facility Fund 0001	5,287,520	4,899,178	4,899,178	4,899,178	—	—
3142	Custodial Alternative Supervision-Fund 0001	568,997	868,254	868,254	868,254	—	—
3146	Inmate Progs-Psp Fund 0001	520,513	537,778	537,778	537,778	—	—
023503	Main Jail Complex Fund 0001	2,499,629	2,392,790	2,392,790	2,392,790	—	—
<b>Total Revenues \$</b>		<b>9,390,658</b>	<b>9,225,525</b>	<b>9,225,525</b>	<b>9,225,525</b>	<b>—</b>	<b>—</b>

### Sheriff's Doc Contract— Budget Unit 235 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 9,390,658	\$ 9,225,525	\$ 9,225,525	\$ 9,225,525	—	—
<b>Total Revenues \$</b>	<b>9,390,658</b>	<b>9,225,525</b>	<b>9,225,525</b>	<b>9,225,525</b>	<b>—</b>	<b>—</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 2017 Approved Budget		— \$	163,323 \$
Board Approved Adjustments During FY 2017		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	(1,568)
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>161,755 \$</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>— \$</b>
<b>Recommended Budget</b>		<b>— \$</b>	<b>161,755 \$</b>



**Operational Standards & Inspection 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 2017 Approved Budget	10.0	\$ 1,364,455	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(574,491)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	177,774	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 967,738</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(4,496)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (4,496)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 963,242</b>	<b>\$ —</b>

**ADA Compliance Unit - Fund 0001 — Cost Center 3108**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	668,277	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(29,909)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 638,368</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,028)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,028)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 635,340</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 2017 Approved Budget	3.0	\$ 695,766	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(25,399)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(7,392)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 662,975</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,913)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (2,913)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 660,062</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 2017 Approved Budget	—	\$ 20,706	\$ —
Board Approved Adjustments During FY 2017	1.0	187,799	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(163)	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 208,342</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(796)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (796)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 207,546</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 2017 Approved Budget	1.0	\$ 204,996	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,921	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,941)	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 239,976</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,012)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,012)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 238,964</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 2017 Approved Budget	27.0	\$ 5,210,836	\$ 527,525
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	78,191	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(38,493)	—
<b>Subtotal (Current Level Budget)</b>	<b>27.0</b>	<b>\$ 5,250,534</b>	<b>\$ 527,525</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(23,288)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (23,288)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>27.0</b>	<b>\$ 5,227,246</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 2017 Approved Budget	344.0	\$ 63,032,796	\$ 4,899,178
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,002,505	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(567,136)	—
<b>Subtotal (Current Level Budget)</b>	<b>344.0</b>	<b>\$ 63,468,165</b>	<b>\$ 4,899,178</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(266,501)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (266,501)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>344.0</b>	<b>\$ 63,201,664</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 2017 Approved Budget	4.0	\$ 634,820	\$ 868,254
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	14,854	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(11,082)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 638,592</b>	<b>\$ 868,254</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,036)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (3,036)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 635,556</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 2017 Approved Budget	14.0 \$	2,745,489 \$	537,778
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	57,413	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(351,411)	—
<b>Subtotal (Current Level Budget)</b>	<b>14.0 \$</b>	<b>2,451,491 \$</b>	<b>537,778</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(12,238)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(12,238) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>14.0 \$</b>	<b>2,439,253 \$</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 2017 Approved Budget	379.0 \$	67,571,395 \$	2,392,790
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,276,096	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(619,823)	—
<b>Subtotal (Current Level Budget)</b>	<b>379.0 \$</b>	<b>68,227,668 \$</b>	<b>2,392,790</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(279,505)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(279,505) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>379.0 \$</b>	<b>67,948,163 \$</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 2017 Approved Budget	21.0	\$ 2,835,754	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	74,574	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	466,406	—
<b>Subtotal (Current Level Budget)</b>	<b>21.0</b>	<b>\$ 3,376,734</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(15,783)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (15,783)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>21.0</b>	<b>\$ 3,360,951</b>	<b>\$ —</b>

**Department of Correction— Budget Unit 240**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3400	Administration Fund 0001	\$ 6,537,217	\$ 5,947,358	\$ 8,779,212	\$ 9,026,288	\$ 3,078,930	51.8%
3406	Academy Fund 0001	2,787,358	2,304,561	2,454,351	2,467,855	163,294	7.1%
3407	Operational Standards & Inspection Unit - Fund 0001	143,556	298,553	84,224	84,052	(214,501)	-71.8%
3408	ADA Compliance Unit - Fund 0001	—	—	244,338	243,104	243,104	n/a
3412	Internal Affairs Fund 0001	76,400	174,567	174,256	174,256	(311)	-0.2%
3432	Admin Booking Fund 0001	4,474,378	5,131,367	5,094,191	4,918,708	(212,659)	-4.1%
3435	Classification Fund 0001	1,205,120	1,372,055	1,340,419	1,338,981	(33,074)	-2.4%
3436	Elmwood Men's Facility Fund 0001	25,810,624	22,589,953	22,255,410	23,799,416	1,209,463	5.4%
3442	Custodial Alternative Supervision-Fund 0001	46,350	76,750	95,449	95,449	18,699	24.4%
3454	Grievance Unit - Fund 0001	—	—	—	338,062	338,062	n/a
3460	Inmate Welfare Services - Fund 0001	—	—	1,772,051	1,772,051	1,772,051	n/a



## Department of Correction— Budget Unit 240 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
024002	Administrative Services Bureau Fund 0001	5,331,718	6,856,833	5,097,467	5,100,803	(1,756,031)	-25.6%
024003	Main Jail Complex Fund 0001	28,308,388	30,071,311	30,823,338	33,117,445	3,046,134	10.1%
024008	Inmate Program Fund 0001	3,719,927	4,647,203	3,987,937	3,988,300	(658,903)	-14.2%
024009	Central Services Fund 0001	16,350,571	17,123,242	16,875,154	16,897,627	(225,615)	-1.3%
<b>Total Net Expenditures \$</b>		<b>94,791,607 \$</b>	<b>96,593,753 \$</b>	<b>99,077,796 \$</b>	<b>103,362,396 \$</b>	<b>6,768,642</b>	<b>7.0%</b>

## Department of Correction— Budget Unit 240 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3400	Administration Fund 0001	\$ 6,537,217	\$ 5,947,358	\$ 8,779,212	\$ 9,026,288	\$ 3,078,930	51.8%
3406	Academy Fund 0001	2,787,358	2,304,561	2,454,351	2,467,855	163,294	7.1%
3407	Operational Standards & Inspection Unit - Fund 0001	143,556	298,553	84,224	84,052	(214,501)	-71.8%
3408	ADA Compliance Unit - Fund 0001	—	—	244,338	243,104	243,104	n/a
3412	Internal Affairs Fund 0001	76,400	174,567	174,256	174,256	(311)	-0.2%
3432	Admin Booking Fund 0001	4,474,378	5,131,367	5,094,191	4,918,708	(212,659)	-4.1%
3435	Classification Fund 0001	1,205,120	1,372,055	1,340,419	1,338,981	(33,074)	-2.4%
3436	Elmwood Men's Facility Fund 0001	25,810,624	22,589,953	22,255,410	23,799,416	1,209,463	5.4%
3442	Custodial Alternative Supervision-Fund 0001	46,350	76,750	95,449	95,449	18,699	24.4%
3454	Grievance Unit - Fund 0001	—	—	—	338,062	338,062	n/a
3460	Inmate Welfare Services - Fund 0001	—	—	1,772,051	1,772,051	1,772,051	n/a
024002	Administrative Services Bureau Fund 0001	5,331,718	6,856,833	5,097,467	5,100,803	(1,756,031)	-25.6%
024003	Main Jail Complex Fund 0001	28,308,388	30,071,311	30,823,338	33,117,445	3,046,134	10.1%
024008	Inmate Program Fund 0001	3,719,927	4,647,203	3,987,937	3,988,300	(658,903)	-14.2%
024009	Central Services Fund 0001	16,525,591	17,307,049	17,062,496	17,084,969	(222,080)	-1.3%
<b>Total Gross Expenditures \$</b>		<b>94,966,627 \$</b>	<b>96,777,560 \$</b>	<b>99,265,138 \$</b>	<b>103,549,738 \$</b>	<b>6,772,177</b>	<b>7.0%</b>





### Department of Correction— Budget Unit 240 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 35,264,119	\$ 38,568,332	\$ 39,747,970	\$ 40,218,117	\$ 1,649,785	4.3%
Services And Supplies	58,957,377	58,209,228	59,517,168	61,312,821	3,103,592	5.3%
Fixed Assets	745,131	—	—	2,018,800	2,018,800	n/a
<b>Total Gross Expenditures</b>	<b>\$ 94,966,627</b>	<b>\$ 96,777,560</b>	<b>\$ 99,265,138</b>	<b>\$ 103,549,738</b>	<b>\$ 6,772,177</b>	<b>7.0%</b>
Expenditure Transfers	(175,020)	(183,807)	(187,342)	(187,342)	(3,535)	1.9%
<b>Total Net Expenditures</b>	<b>\$ 94,791,607</b>	<b>\$ 96,593,753</b>	<b>\$ 99,077,796</b>	<b>\$ 103,362,396</b>	<b>\$ 6,768,642</b>	<b>7.0%</b>

### Department of Correction— Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3400	Administration Fund 0001	\$ 2,550,277	\$ 1,915,186	\$ 1,260,558	\$ 1,260,558	\$ (654,628)	-34.2%
3406	Academy Fund 0001	21,284	—	—	—	—	—
3432	Admin Booking Fund 0001	367,201	3,514	3,514	3,514	—	—
3435	Classification Fund 0001	182,412	—	—	—	—	—
3436	Elmwood Men's Facility Fund 0001	1,072,955	743,353	382,002	382,002	(361,351)	-48.6%
024002	Administrative Services Bureau Fund 0001	955,776	595,799	607,799	607,799	12,000	2.0%
024003	Main Jail Complex Fund 0001	6,696,370	4,888,574	300,840	300,840	(4,587,734)	-93.8%
024008	Inmate Program Fund 0001	2,424,729	2,442,137	1,146,426	1,146,426	(1,295,711)	-53.1%
024009	Central Services Fund 0001	219,179	361,563	31,398	31,398	(330,165)	-91.3%
	<b>Total Revenues</b>	<b>\$ 14,490,183</b>	<b>\$ 10,950,126</b>	<b>\$ 3,732,537</b>	<b>\$ 3,732,537</b>	<b>\$ (7,217,589)</b>	<b>-65.9%</b>

### Department of Correction— Budget Unit 240 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 1,108,588	\$ 1,087,628	\$ 445,000	\$ 445,000	\$ (642,628)	-59.1%
Charges For Services	8,999,841	6,245,212	—	—	(6,245,212)	-100.0%
Other Financing Sources	4,381,754	3,617,286	3,287,537	3,287,537	(329,749)	-9.1%
<b>Total Revenues</b>	<b>\$ 14,490,183</b>	<b>\$ 10,950,126</b>	<b>\$ 3,732,537</b>	<b>\$ 3,732,537</b>	<b>\$ (7,217,589)</b>	<b>-65.9%</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 2017 Approved Budget	11.0	\$ 5,947,358	\$ 1,915,186
Board Approved Adjustments During FY 2017	—	13,336	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	98,874	—
IntraCounty Adjustments	—	2,637,325	—
Other Adjustments	—	82,319	(654,628)
<b>Subtotal (Current Level Budget)</b>	<b>11.0</b>	<b>\$ 8,779,212</b>	<b>\$ 1,260,558</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 4,194	\$ —
Decision Packages			
240.3 Contract for Vocational Instructors MJ and Elmwood	—	250,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(7,118)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 247,076</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.0</b>	<b>\$ 9,026,288</b>	<b>\$ 1,260,558</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 2017 Approved Budget	50.0	\$ 2,304,561	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,880	—
IntraCounty Adjustments	—	125,322	—
Other Adjustments	—	12,588	—
<b>Subtotal (Current Level Budget)</b>	<b>50.0</b>	<b>\$ 2,454,351</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 13,504	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 13,504</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>50.0</b>	<b>\$ 2,467,855</b>	<b>\$ —</b>



**Operational Standards & Inspection 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 2017 Approved Budget	2.0	\$ 298,553	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(235,659)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	21,330	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 84,224</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(172)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (172)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 84,052</b>	<b>\$ —</b>

**ADA Compliance Unit - Fund 0001 — Cost Center 3408**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	255,156	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(10,818)	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 244,338</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,234)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,234)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 243,104</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 2017 Approved Budget	—	\$ 174,567	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(90)	—
Other Adjustments	—	(221)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 174,256</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 174,256</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 2017 Approved Budget	41.5	\$ 5,131,367	\$ 3,514
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	95,801	—
IntraCounty Adjustments	—	(87,842)	—
Other Adjustments	—	(45,135)	—
<b>Subtotal (Current Level Budget)</b>	<b>41.5</b>	<b>\$ 5,094,191</b>	<b>\$ 3,514</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 17,449	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,682)	—
SCC.21 Delete Chronically Vacant FTE	-2.0	(183,250)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-2.0</b>	<b>\$ (175,483)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>39.5</b>	<b>\$ 4,918,708</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 2017 Approved Budget	7.0	\$ 1,372,055	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(2,324)	—
IntraCounty Adjustments	—	(18,081)	—
Other Adjustments	—	(11,231)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,340,419</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 3,260	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(4,698)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,438)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 1,338,981</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 2017 Approved Budget	30.0	\$ 22,589,953	\$ 743,353
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(88,089)	—
IntraCounty Adjustments	—	95,440	—
Other Adjustments	—	(341,894)	(361,351)
<b>Subtotal (Current Level Budget)</b>	<b>29.0</b>	<b>\$ 22,255,410</b>	<b>\$ 382,002</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 128,998	\$ —
Decision Packages			
240.1 7 Full Body Scanners, 2 Portable Scanners and 5.0 FTE	2.0	1,221,702	—
240.2 Purchase Protective Stab Vests for Custody Personnel	—	205,200	—
Reduce PERS by \$7M due to prepayment of UAL	—	(11,894)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 1,544,006</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>31.0</b>	<b>\$ 23,799,416</b>	<b>\$ 382,002</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 2017 Approved Budget	—	\$ 76,750	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	18,699	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 95,449</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 95,449</b>	<b>\$ —</b>

**Grievance Unit - Fund 0001 — Cost Center 3454**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
240.4 Add 2.0 FTE Senior MA Positions for Grievance Unit	2.0	338,062	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 338,062</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>2.0</b>	<b>\$ 338,062</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 2017 Approved Budget	33.0	\$ 6,856,833	\$ 595,799
Board Approved Adjustments During FY 2017	1.0	210,959	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	115,883	—
IntraCounty Adjustments	—	(2,050,277)	—
Other Adjustments	—	(35,932)	12,000
<b>Subtotal (Current Level Budget)</b>	<b>34.0</b>	<b>\$ 5,097,467</b>	<b>\$ 607,799</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 13,036	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,700)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,336</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>34.0</b>	<b>\$ 5,100,803</b>	<b>\$ 607,799</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 2017 Approved Budget	40.0	\$ 30,071,311	\$ 4,888,574
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	93,434	—
IntraCounty Adjustments	—	1,073,939	416
Other Adjustments	—	(415,346)	(4,588,150)
<b>Subtotal (Current Level Budget)</b>	<b>40.0</b>	<b>\$ 30,823,338</b>	<b>\$ 300,840</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 581,144	\$ —
Decision Packages			
240.1 7 Full Body Scanners, 2 Portable Scanners and 5.0 FTE	3.0	1,521,602	—
240.2 Purchase Protective Stab Vests for Custody Personnel	—	205,200	—
Reduce PERS by \$7M due to prepayment of UAL	—	(13,839)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 2,294,107</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>43.0</b>	<b>\$ 33,117,445</b>	<b>\$ 300,840</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 2017 Approved Budget	29.0 \$	4,647,203 \$	2,442,137
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	167,236	—
IntraCounty Adjustments	—	(55,072)	—
Other Adjustments	—	(771,430)	(1,295,711)
<b>Subtotal (Current Level Budget)</b>	<b>29.0 \$</b>	<b>3,987,937 \$</b>	<b>1,146,426</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	10,245 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,882)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>363 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>29.0 \$</b>	<b>3,988,300 \$</b>	<b>1,146,426</b>

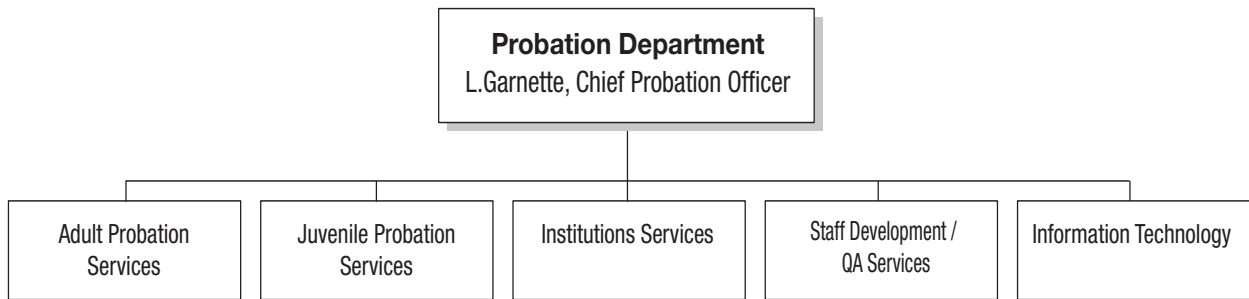
**Central Services Fund 0001 — Cost Center 024009**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	95.0 \$	17,123,242 \$	361,563
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	220,067	—
IntraCounty Adjustments	—	(165,815)	—
Other Adjustments	—	(302,340)	(330,165)
<b>Subtotal (Current Level Budget)</b>	<b>96.0 \$</b>	<b>16,875,154 \$</b>	<b>31,398</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	41,423 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(18,950)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>22,473 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>96.0 \$</b>	<b>16,897,627 \$</b>	<b>31,398</b>

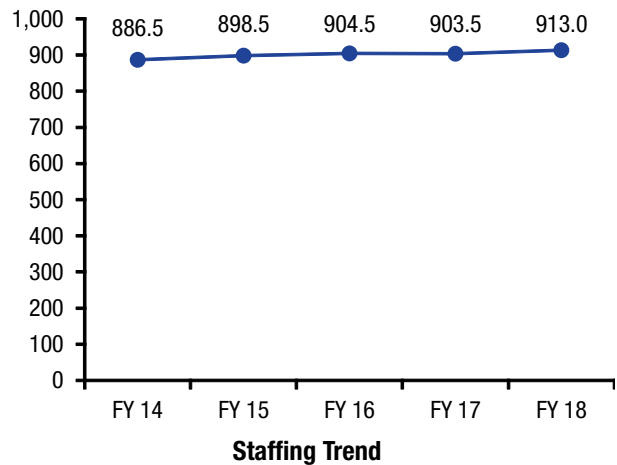
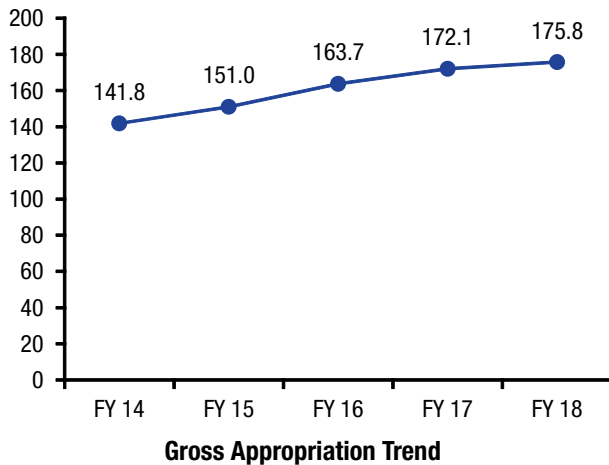




# Probation Department



Section 2: Public Safety and Justice





## Description of Major Services

The Probation Department provides a wide range of administrative, rehabilitative, investigative, supervision, and Court services for adult and juvenile offenders. The Department's highest priority is to protect public safety and reduce recidivism in all Santa Clara County neighborhoods by delivering services that are evidence-based, have a demonstrated track record, and build on the strengths of the clients.

### Adult Services Division

The Adult Services Division supervises approximately 9,000 clients daily with different levels of supervision based on risk level and legal mandate, with a focus on appropriate sentencing recommendations to encourage rehabilitation and a safe community. This includes clients on formal probation and those released pursuant to the Public Safety Realignment Act or into Post-Release Community Supervision (PRCS) and/ or Mandatory Supervision (MS).

This year, in partnership with the County Executive's Office a unique cooperative agreement with CalTrans was started to provide employment services to adult clients, particularly those who face high barriers to employment after incarceration. Over three years,

approximately 450 adult probationers will work on CalTrans road work crews, participate in life skills education, job readiness training, job placement, and job retention services.

The division redesigned the Electronic Monitoring Program (EMP) to serve as an affordable alternative to jail or low- to moderate-level clients. The new EMP unit makes the program available to all suitable clients regardless of ability to pay. The EMP unit evaluates client appropriateness for community supervision by using a proven assessment tool, accepting only those clients who would not pose a significant safety risk.

The Department is implementing offender programming consistent with evidence based practices and research recommendations. These include client assessment, motivational interviewing, matching appropriate treatment, facilitating cognitive behavioral and other therapy groups, developing prosocial (altruistic) skills, and engaging positive support systems. Using a strength-based approach to help clients on an individual needs basis, focusing on the exchange with the client and the means to accomplish meaningful change as an alternative to incarceration.

The Sex Offender Program (containment model) provides specialized treatment and supervision of sex offenders. Clients are supervised if they have a current or prior sex offense conviction, admit to having committed sexually deviant behavior, or as required by the State. Supervision includes intensive case management, partnering with treatment providers, victim advocates, and law enforcement.

Currently, the Department supervises approximately 1,200 domestic violence cases in its Domestic Violence Unit, with about 500 cases assigned to domestic violence officers. Of the remaining 700 cases assigned to general supervision officers, approximately 200 clients have been identified as mentally ill or otherwise at a high risk to re-offend.

The Wellness Unit, provides supervision to clients with serious mental illness, facilitating weekly peer support and Moral Reconciliation Therapy (MRT) groups, located at Grace Community Center, in concert with the City of San Jose. Research shows MRT leads to lower recidivism, improvements in personality variables, enhanced treatment compliance, and higher staff satisfaction.

## Juvenile Probation Services

**Juvenile Education Partnership:** Working with Eastside Unified High School District and San Jose Unified School District the program assists youth exiting from Juvenile Hall and the James Ranch Facility to re-enroll in their home school. Connecting with students in Juvenile Hall and the James Ranch Facility and introducing youth to school administration on the first day. The plan is to expand this service through a partnership with County Office of Education, Alternative Education Services.

**Prevention and Early Intervention:** Prevention and early intervention (PEI) and diversion services are provided throughout the County to less serious youthful offenders. These include mentoring, parent-teen conferences, family mediation, social media and safe driving educational classes, and behavioral health intervention. Another focus is providing victim awareness and effects of crime workshops and oversight of restitution payments to crime victims. PEI processes approximately 40 percent of all juvenile referrals and are anticipated to increase.

**Neighborhood Safety Unit:** The Board of Supervisors approved funding to the Department for community cohesion, violence prevention and youth leadership development services, and a youth fellowship program. The Unit has assisted two identified communities in 95122 and 95020 zip codes. Projects include community action projects, community events and prosocial group classes for adults and youth who live in the Valley Palms Apartment Complex in East San Jose, and evaluation activities. The Unit has allocated funding to the Gilroy Unified School District to support violence prevention activities at four schools sites and with the South County Youth Task Force to support the community action projects, community events and prosocial group classes at the San Ysidro Community Center.

**Community-Based Probation Supervision:** This function provides investigation and supervision services for youth charged with a crime. Investigation services include evaluation of the social and legal aspects of the case, assessment of risks and needs using a validated tool, and recommendations to the Court for case disposition. Some clients are assigned to informal supervision while higher risk youth may receive some level of probation supervision services. The supervision services includes referral to community and school services to address the youths' highest needs to reduce recidivism and increase overall well-being. The Department provides three levels of supervision: high, moderate, and low with corresponding level of services and contact.

With the passage of California State Proposition 57 an increase in the Juvenile Services Division workload is expected. The Division must now provide the court with transfer hearing reports for youth pending serious and violent charges.

**Commercially Sexually Exploited Children (CSEC):** The Juvenile Services Division is committed to providing individualized, flexible services to children who have been or who are at risk of becoming victims of sexual exploitation, and to reduce harm and re-traumatization. Ensuring probation officers have access to the evolving information on law, policy, and best practices regarding CSEC.

The CSEC Victim Services Unit was recently formed to provide additional support to staff working with sexually exploited youth. Additional trauma-focused responses will be developed and made available for



youth identified as at risk or victims of sexual exploitation, in collaboration with Department of Behavior Health Services.

**Special Programs Unit:** The Special Programs Unit attend special court sessions adjudicating certain types of cases for juvenile offenders, including the Juvenile Domestic Violence and Family Violence Court and the Juvenile Justice Co-Occurrence Court, or PATH2Services (Progress Achieved through Hope and Holistic Services). PATH2Services addresses the needs of youth presenting to the court with specific mental health diagnoses, substance use disorders, or both (co-occurring disorders). PATH2Services implemented youth fellowship program this past year, with past program graduates serving as mentors for youth currently participating in the program. All specialty courts assist youth with serious substance abuse challenges, using recovery and treatment services ranging from evidence-based community treatment, residential care, and one-on-one mentoring, with frequent review hearings by the court and close supervision by probation officers. Youth participating in specialty court programs are generally moderate or high risk and receive a full risk, needs, and strengths assessment to help determine additional services needed.

**Family Preservation and Community Based Re-Entry Services:** The Family Preservation Unit is a team of probation officers partnering with Wraparound Program 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. The Wraparound service delivery model is the primary intervention of the Title IV-E Well Being Project.

The juvenile re-entry works with the enhanced ranch program transitioning clients who have graduated from the James Ranch or are exiting from a long-term commitment in the Juvenile Hall. These services include community support, family reunification, substance abuse treatment and support, mental health interventions, and educational support. The team working with the youth and family, create a transition plan of services before the youth is released from the James Ranch Facility. The re-entry program includes intensive in-home services through Wraparound

providers, substance abuse treatment, and probation officers planning and services provided 90 days prior to release from the James Ranch.

**Dually Involved Youth Unit:** Dually Involved Youth Unit partnering with the Department of Family and Children's Services (DFCS) and Department of Behavior Health Services, pairs probation officers and social workers to work collaboratively with high-need clients involved with both the juvenile justice and child welfare systems. These 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 to implement a family-centered approach to services. The team jointly provides appropriate services with intensive case management Services include intensive in-home Wraparound services, parenting programs, mental health and substance abuse services, and access to prosocial activities. The Unit works in preventing further escalation of involvement of the minor and family in either system and provides trauma-informed services to minors and families with a myriad of needs.

**Placement Unit:** This Unit locates appropriate out-of-home placement for youth with unique treatment and residential requirements that cannot be met in their homes. Case management and supervision is provided with family reunification or, successful emancipation being the goal. This unit includes youth eligible and voluntarily participating in extended foster care services (after age 18), receiving help in developing independent living skills, placed in supportive living environments.

The state mandated Continuum of Care Reform (CCR) effort redefines group home foster care placements and requires that youth are not placed in communal care but placed in short-term residential treatment facilities or foster homes.

## Facilities

**Juvenile Rehabilitation Facility:** The James Ranch 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. Services and treatment are based on an individual case plan formulated through a multi-disciplinary team. Other services include comprehensive education services, victim awareness



classes, vocational and educational training, substance use treatment services, life skills, gender responsive strategies and services, Girl Scouts, individual and family counseling, gang intensive intervention services, religious program services, health education, sports programs, and sexual abuse treatment. Concurrently, the team develops a plan for re-entry into the community so that the youth will receive supervision and support services for 10 weeks after leaving the Ranch.

**Juvenile Hall:** Juvenile Hall provides temporary residential housing for youth awaiting adjudication or disposition from the Juvenile Court. Youth undergo multiple assessments to receive individualized treatment services during their stay. Services assist with social reintegration into the community and address educational, social, physical, behavioral, psychological and emotional needs. Juveniles are placed in living units according to age, gender, and offenses. Other services include comprehensive assessment and education services, substance use treatment services, life skills, trauma-informed gender responsive strategies and services, Girl Scouts, individual counseling, gang intensive intervention services, religious program services, health education.

**Multi-Agency Assessment Center:** The Center provides educational, substance abuse, mental health, medical, and other assessment services coupled with case and transition plans to youth held in Juvenile Hall for more than 72 hours. The case plan is used to link youth and their families to appropriate services upon returning to the community. This unit also coordinates all contracted and volunteer program services for youth in Juvenile Hall.

**Young Adults Deferred Entry of Judgment Pilot Program:** Santa Clara County was one of five counties selected to participate in the Young Adults Deferred Entry of Judgment Pilot project, Senate Bill 1004 signed into law in September 2016 which authorizes a defendant between 18 and 21 years the option of participating in this program at juvenile hall upon meeting certain criteria.

### Detention Alternative Programs

**Teaching Adolescent Skills in the Community (TASC):** This detention alternative program helps probation officers identify appropriate responses prior to finding a juvenile in violation of probation. TASC is a weekend work program that includes a curriculum that addresses the thoughts and beliefs of the youth and how to make better choices, in a learning environment where they can improve their work habits and enhance their practical skills.

**Community Release and Electronic Monitoring program:** The Community Release and Electronic Monitoring programs (CRP/EMP) were developed to reduce the use of detention by providing viable alternatives, where appropriate. Best practices throughout the country indicate that CRP/EMP programs can be more effective with focused community and preventive resources coupled with intensive supervision.

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have contracts with this department:

- Bill Wilson Center
- Sentencing Alternatives Program, Inc
- YWCA of Silicon Valley
- That Art of Yoga

## Measure of Success

**Client Experience Surveys:** The Probation Department will assess client experience in an effort to decrease violations of probations and increase the number of clients who successfully complete probation. Evidence-based practices has led many researchers to determine that a positive, strong relationship between the probation officer and probationer improves outcomes

(DeLude, Mitchell, & Barber, 2012; Dowden & Andrews, 2004; Bogue et al., 2002). The notion that this relationship is important to a successful probation experience has prompted the department to use practices such as motivational interviewing, use of the Carey Guides, and exposing staff to the appropriate training to effectively build these relationships.



Probation intends to develop a core set of survey items that revolve around areas such as quality of services, quality of client-to-staff relationships, accessibility to services and probation officers, and understanding of the process, policies, and procedures. The results will be

used to set a baseline for areas of dissatisfaction that need improvement and to provide a means for clients and the public to increase their awareness of the Probation Department.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Staff in the Domestic Violence Unit	↑	Expand staff resources for mentally ill domestic violence cases	2.0	\$340,754	(\$85,188)
Augment Staff in Sex Offender Containment Program Unit	↑	Reduce caseloads for staff in the Sex Offender Containment Unit	1.0	\$170,377	(\$42,594)
Augment Staff in the Adult Electronic Monitoring Program Unit	↑	Improve services for clients in the electronic monitoring program	1.0	\$189,766	(\$47,441)
Augment Staff in Research and Development Unit	↑	Enhance research and development in the Adult Services Division	1.0	\$135,043	(\$33,760)
Augment Staff in the Adult Division Unit	↑	Increase supervision support in the Adult Services Division	1.0	\$113,234	(\$28,308)
Augment Staff in the Adult Wellness Unit	↑	Enhance support provided to those on supervision who are mentally ill	2.0	\$340,754	(\$85,188)
Augment Staff in Training Unit	↑	Enhance the training and development for probation staff both in the County and in other jurisdictions	1.0	\$80,647	(\$28,495)
Delete Chronically Vacant Position	●	The recommendation will not impact current service levels.	(1.5)	(\$145,073)	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Staff in Domestic Violence Unit

**Recommended Action:** Add 2.0 FTE Deputy Probation Officer III/II/I positions in the Domestic Violence Unit.

**Service Impact:** The two additional deputy probation officers would allow the Department to assign more domestic violence (DV) cases with mental health illnesses or at high risk to re-offend, to officers with more training and experience in managing these types of cases. Furthermore, DV officers would have more

time to provide enhanced services to this clientele, improving the client's opportunity and probability to make a positive reintegration back into the community.

**Positions Added: 2.0 FTE**

**Ongoing Cost: \$340,754**

**One-time Savings: \$85,188**

Salary Savings reflecting time for recruitment

### ↑ Augment Staff in Sex Offender Containment Program

**Recommended Action:** Add 1.0 FTE Deputy Probation Officer III/II/I position to the Sex Offender Containment Program (SOCP) unit.



**Service Impact:** California Senate Bill 1844 created the legal requirement for a Sex Offender Management Program for those individuals requiring sex offender registration and outlines supervision for this population using a containment model.

Currently, approximately 645 probationers are required to register in Santa Clara County. Caseloads range between 40-55 cases and are steadily growing since the creation of the program last August. Supervision not only includes intensive case management but partnering with treatment providers, victim advocates, and law enforcement, which expands workload. The California Sex Offender Management Board recommends a caseload of 20. With the additional position the caseload would be reduced.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$170,377**  
**One-time Savings: \$42,594**

Salary Savings reflecting time for recruitment

### ↑ Augment Staff in Adult Electronic Monitoring Program

**Recommended Action:** Add 1.0 FTE Supervising Probation Officer in the Adult Electronic Monitoring Program.

**Service Impact:** An additional supervisor will allow the Electronic Monitoring Program (EMP) to become fully realized and separate from the containment model program. Last year, EMP was redesigned to make the program available to all suitable clients regardless of ability to pay. Only those clients who would not pose a significant safety risk to the community are deemed suitable. The program is a custodial alternative for low-to moderate-level clients available to the judicial officers for sentencing consideration.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$189,766**  
**One-time Savings: \$47,441**

Salary Savings reflecting time for recruitment

### ↑ Augment Staff in Research and Development Unit

**Recommended Action:** Add 1.0 FTE Research and Evaluation Specialist II/I position.

**Service Impact:** There has been significant increase in Adult Services Division projects that require data collection, entry, and analysis, evaluation technical assistance, technical assistance with evidenced-based programs and related fidelity, dissemination of findings, the processing of requests from the Board of Supervisors and other County and state partnerships, and many other related tasks.

Currently, there is dedicated staff for the juvenile and AB 109 probation population. The addition of this position will fill a need to continue the use of data-driven decision-making for the improvement of the lives of the Probation Department's adult clients and the greater community.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$135,043**

**One-time Savings: \$33,760**

Salary Savings reflecting time for recruitment

### ↑ Augment Staff in the Adult Division Unit

**Recommended Action:** Add 1.0 FTE Supervising Clerk position in the Adult Services Division.

**Service Impact:** This position will provide additional supervision support that will allow for the effective management and monitoring of an employee's performance level and adequately supervise, train, and develop staff.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$113,234**

**One-time Savings: \$28,308**

Salary Savings reflecting time for recruitment

### ↑ Augment Staff in the Adult Wellness Unit

**Recommended Action:** Add 2.0 FTE Deputy Probation Officer III/II/I positions in the Adult Wellness Unit.

**Service Impact:** The Adult Wellness Unit supervises the seriously mentally ill on formal probation. In addition to supervision of these clients, probation officers in the Wellness Unit facilitate nine weekly peer support and cognitive therapy groups.

The addition of two deputy probation officers will do the following:

- One officer would be used to augment gender-responsive services for male clients, including becoming trained in male-specific Moral Reconciliation Therapy. The unit currently offers fewer male-only groups and services than female-only groups and services.
- The second officer would specialize in connecting homeless, mentally ill clients with services. This will include collaboration with fellow stakeholders, including Homefirst, the Emergency Housing Consortium, Downtown Streets Team, Family Supportive Housing, Abode, the Downtown Business Association, and others. This officer will be a probation department resource for other officers, and assist probation clients with housing challenges, as well as serve as a probation liaison to the community.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$340,754**  
**One-time Savings: \$85,188**  
 Salary Savings reflecting time for recruitment

### ↑ Augment Staff in Training Unit

**Recommended Action:** Add 1.0 FTE Associate Training & Staff Development Specialist II/I and increase revenue in the Training Unit.

**Service Impact:** The Training Unit develops, coordinates, tracks, and provides annual training to approximately 700 peace officers and monitors and facilitates training for approximately 225 non-sworn personnel in the Probation Department. Additionally, the unit provides training for a few dozen staff from other departments and jurisdictions.

The Associate Training and Staff Development Specialist will be responsible for complex duties associated with training programs and research and development. This position will assist in the development and administration of relevant tools and surveys to evaluate existing and new course offerings to ensure quality of curriculum and effectiveness of presentations. In addition, this position will begin outreach and relationship-building with surrounding academic institutions to keep abreast of the latest research and teaching methodologies.

Lastly, the Probation Department will plan to charge other jurisdictions for core training classes and use the funding to further enhance training curriculum.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$80,647**  
**One-time Savings: \$28,495**  
 Ongoing Cost: \$113,980  
 Ongoing Revenue: \$33,333  
 Salary Savings reflecting time for recruitment

### ● Delete Chronically Vacant Positions

**Recommended Action:** Delete 1.5 FTE Cook II and Justice System Clerk II positions that have been chronically vacant for more than two years. The positions deleted are as follows:

#### Summary of Position Changes

Class	Description	FTE
H59	Cook II	1.0
F37	Justice System Clerk II	0.5
<b>Total</b>		<b>1.5</b>

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended Budget. The County Executive 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 2016. 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.

**Positions Deleted: 1.5 FTE**  
**Ongoing Net Savings: \$145,073**



**Probation Department— Budget Unit 246  
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3710	Information Services Fund 0001	3,200,970	5,247,719	7,479,480	7,746,393	2,498,674	47.6%
3720	Administrative Svcs Fund 0001	15,924,511	19,389,300	19,178,234	19,254,086	(135,214)	-0.7%
3722	Staff Training Fund 0001	1,315,034	1,470,548	1,482,127	1,563,255	92,707	6.3%
024615	Adult Probation Svcs Div Fund 0001	45,196,296	49,842,761	50,182,291	50,947,862	1,105,101	2.2%
024616	Juvenile Probation Svcs Div Fund 0001	34,916,853	38,526,313	38,800,952	38,653,777	127,464	0.3%
024617	Institution Services Division - Fund 0001	57,589,953	57,204,286	57,576,063	57,199,625	(4,662)	0.0%
<b>Total Net Expenditures \$</b>		<b>158,143,617 \$</b>	<b>171,680,928 \$</b>	<b>174,699,147 \$</b>	<b>175,364,998 \$</b>	<b>3,684,071</b>	<b>2.1%</b>

**Probation Department— Budget Unit 246  
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3710	Information Services Fund 0001	3,200,970	5,247,719	7,479,480	7,746,393	2,498,674	47.6%
3720	Administrative Svcs Fund 0001	16,109,441	19,574,230	19,363,164	19,439,016	(135,214)	-0.7%
3722	Staff Training Fund 0001	1,315,034	1,470,548	1,482,127	1,563,255	92,707	6.3%
024615	Adult Probation Svcs Div Fund 0001	45,316,059	49,930,854	50,270,384	51,035,955	1,105,101	2.2%
024616	Juvenile Probation Svcs Div Fund 0001	34,916,853	38,655,900	38,930,539	38,783,364	127,464	0.3%
024617	Institution Services Division - Fund 0001	57,589,953	57,204,286	57,576,063	57,199,625	(4,662)	0.0%
<b>Total Gross Expenditures \$</b>		<b>158,448,310 \$</b>	<b>172,083,538 \$</b>	<b>175,101,757 \$</b>	<b>175,767,608 \$</b>	<b>3,684,071</b>	<b>2.1%</b>

**Probation Department— Budget Unit 246  
Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 139,385,761	\$ 147,979,443	\$ 150,347,407	\$ 150,642,130	\$ 2,662,687	1.8%
Services And Supplies	19,062,549	24,104,095	24,754,350	25,125,478	1,021,384	4.2%
<b>Total Gross Expenditures \$</b>	<b>158,448,310 \$</b>	<b>172,083,538 \$</b>	<b>175,101,757 \$</b>	<b>175,767,608 \$</b>	<b>3,684,071</b>	<b>2.1%</b>
Expenditure Transfers	(304,693)	(402,610)	(402,610)	(402,610)	—	—
<b>Total Net Expenditures \$</b>	<b>158,143,617 \$</b>	<b>171,680,928 \$</b>	<b>174,699,147 \$</b>	<b>175,364,998 \$</b>	<b>3,684,071</b>	<b>2.1%</b>



### Probation Department— Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3710	Information Services Fund 0001	\$ 17,037	\$ —	\$ —	\$ —	—	—
3720	Administrative Svcs Fund 0001	23,371,603	19,037,374	21,633,145	21,633,145	2,595,771	13.6%
3722	Staff Training Fund 0001	—	—	—	33,333	33,333	n/a
024615	Adult Probation Svcs Div Fund 0001	14,958,026	13,842,267	16,791,727	16,791,727	2,949,460	21.3%
024616	Juvenile Probation Svcs Div Fund 0001	4,334,311	6,691,081	6,651,081	6,651,081	(40,000)	-0.6%
024617	Institution Services Division - Fund 0001	236,273	189,052	181,600	181,600	(7,452)	-3.9%
<b>Total Revenues \$</b>		<b>42,917,250</b>	<b>39,759,774</b>	<b>45,257,553</b>	<b>45,290,886</b>	<b>5,531,112</b>	<b>13.9%</b>

### Probation Department— Budget Unit 246 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 31,455,721	\$ 31,562,161	\$ 31,531,209	\$ 31,531,209	(30,952)	-0.1%
Aid From Government Agencies - State	1,872,808	1,014,255	3,985,471	3,985,471	2,971,216	292.9%
Charges For Services	564,209	344,074	88,852	122,185	(221,889)	-64.5%
Licenses, Permits, Franchises	1,750	1,000	1,000	1,000	—	—
Fines, Forfeitures, Penalties	34,607	60,100	60,100	60,100	—	—
Revenue From Use Of Money/Property	17,921	—	—	—	—	—
Aid From Government Agencies - Federal	8,970,234	6,778,184	9,590,921	9,590,921	2,812,737	41.5%
<b>Total Revenues \$</b>	<b>42,917,250</b>	<b>39,759,774</b>	<b>45,257,553</b>	<b>45,290,886</b>	<b>5,531,112</b>	<b>13.9%</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 2017 Approved Budget	18.0	\$ 5,247,719	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,589	—
IntraCounty Adjustments	—	2,200,463	—
Other Adjustments	—	7,709	—
<b>Subtotal (Current Level Budget)</b>	<b>18.0</b>	<b>\$ 7,479,480</b>	<b>\$ —</b>



**Information Services Fund 0001 — Cost Center 3710**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 273,112	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(6,199)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 266,913</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>18.0</b>	<b>\$ 7,746,393</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 2017 Approved Budget	77.0	\$ 19,389,300	\$ 19,037,374
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(186,278)	—
IntraCounty Adjustments	—	99,776	—
Other Adjustments	—	(124,564)	2,595,771
<b>Subtotal (Current Level Budget)</b>	<b>75.0</b>	<b>\$ 19,178,234</b>	<b>\$ 21,633,145</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 98,016	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(22,164)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 75,852</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>75.0</b>	<b>\$ 19,254,086</b>	<b>\$ 21,633,145</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 2017 Approved Budget	7.0	\$ 1,470,548	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	19,863	—
IntraCounty Adjustments	—	2,737	—



**Staff Training Fund 0001 — Cost Center 3722**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Other Adjustments	—	(11,021)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,482,127</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Staff in Training Unit	1.0	85,485	33,333
Reduce PERS by \$7M due to prepayment of UAL	—	(4,357)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 81,128</b>	<b>\$ 33,333</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 1,563,255</b>	<b>\$ 33,333</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 2017 Approved Budget	278.0	\$ 49,842,761	\$ 13,842,267
Board Approved Adjustments During FY 2017	2.0	340,754	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	917,187	—
IntraCounty Adjustments	—	(556,121)	—
Other Adjustments	—	(362,290)	2,949,460
<b>Subtotal (Current Level Budget)</b>	<b>279.0</b>	<b>\$ 50,182,291</b>	<b>\$ 16,791,727</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(201,878)	—
Augment Staff in Research & Development Unit	1.0	101,283	—
Augment Staff in Adult Division	1.0	84,926	—
Augment Staff in Adult Wellness Division	2.0	255,566	—
Augment Staff in Sex Offender Containment Program	1.0	127,783	—
Augment Staff in Adult Electronic Monitoring Program	1.0	142,325	—
Augment Staff in Domestic Violence Unit	2.0	255,566	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>8.0</b>	<b>\$ 765,571</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>287.0</b>	<b>\$ 50,947,862</b>	<b>\$ 16,791,727</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 2017 Approved Budget	195.0	\$ 38,526,313	\$ 6,691,081
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	960,001	—
IntraCounty Adjustments	—	(436,801)	—
Other Adjustments	—	(248,561)	(40,000)
<b>Subtotal (Current Level Budget)</b>	<b>197.0</b>	<b>\$ 38,800,952</b>	<b>\$ 6,651,081</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(147,175)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (147,175)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>197.0</b>	<b>\$ 38,653,777</b>	<b>\$ 6,651,081</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 2017 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2017	—	—	—
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 2018</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 2017 Approved Budget	328.5	\$ 57,169,286	\$ 154,052

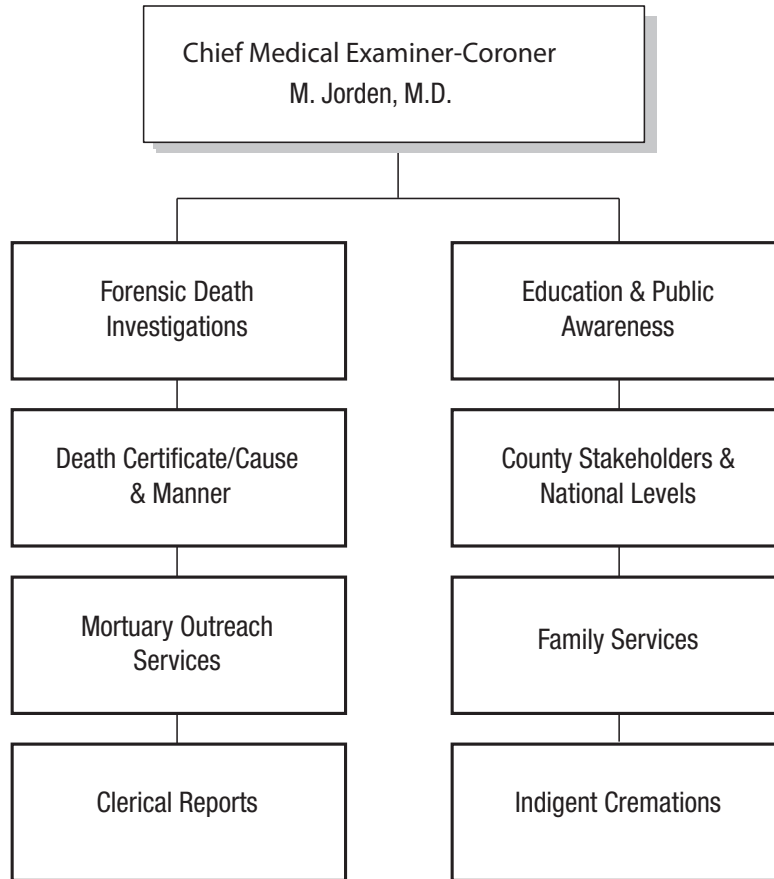


**Institution Services Division - Fund 0001 — Cost Center 024617**  
**Major Changes to the Budget**

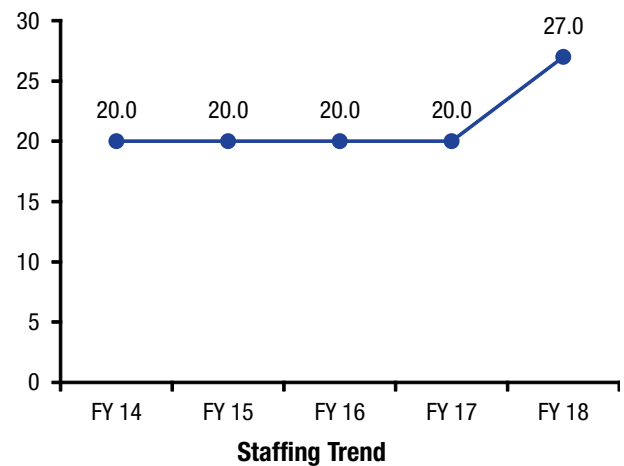
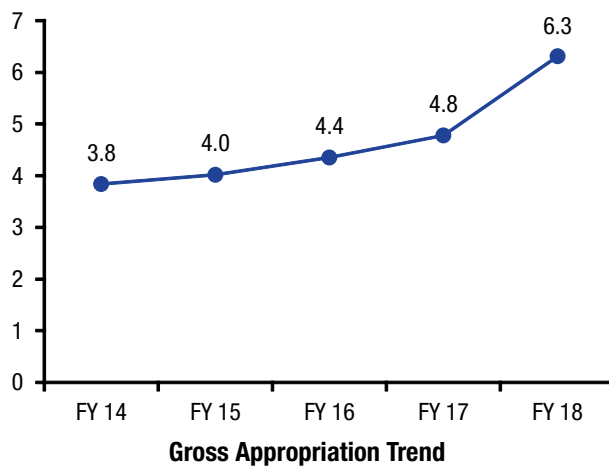
	Positions	Appropriations	Revenues
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,412,728	—
IntraCounty Adjustments	—	(545,859)	—
Other Adjustments	—	(495,093)	(7,452)
<b>Subtotal (Current Level Budget)</b>	<b>329.5</b>	<b>\$ 57,541,063</b>	<b>\$ 146,600</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(231,365)	—
SCC.21 Delete Chronically Vacant FTE	-1.5	(145,073)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.5</b>	<b>\$ (376,438)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>328.0</b>	<b>\$ 57,164,625</b>	<b>\$ 146,600</b>



# Medical Examiner-Coroner



Section 2: Public Safety and Justice





## Description of Major Services

The office of the Medical Examiner-Coroner (ME-C), an independent agency, provides medico-legal death investigations of unexpected or unexplained deaths as mandated by California Government Code Section 27491. There are approximately 11,000 deaths in the County of Santa Clara per year and nearly 4,600 are reported to the ME-C.

### Forensic Death Investigation and Services

The Death Investigation unit, with nine investigators and one chief investigator, operates 24 hours a day, seven days a week to determine if further inquiry is required. Approximately 1,200 examinations are conducted annually and five autopsy stations are available with four forensic autopsy technicians assisting. Two additional autopsy stations are in a highly contained environment for contagious cases. In addition, a forensic pathologist is always on-call to assist on complicated cases. Further research may be needed, such as microscopic, chemistry, and toxicology tests and medical and incident record review.

Autopsy reports are routinely sent out to family (on request), law enforcement agencies, and hospitals. Reports are available to anyone under the public records act, with the exception of homicide cases not fully adjudicated. Photographs cannot be released without a court order as outlined in Section 129 of the California Code of Civil Procedures.

ME-C works with funeral homes to release decedents from the morgue and transferring death certificates electronically to them. ME-C release numbers are issued

to funeral homes to allow them to obtain permits from the public health department and proceed with burial and cremation services.

ME-C responsibilities include establishing the identity of the decedent, and when possible, notifying the next of kin in a prompt and compassionate manner. Staff strives to answer phones before they go to voice-mail to answer family questions. The information pamphlet, *What Do I Do Now*, is given to all families. A variety of grieving booklets are also available at no cost.

If the decedent failed to make funeral or cremation arrangements, and it is subsequently determined by the County the decedent was indigent and the legal next of kin does not have sufficient funds to either bury or cremate the decedent, the ME-C will cremate the decedent at County expenses and scatter their ashes in a compassionate manner. There are approximately 100 indigent cremations per year.

### Education and Collaboration

The ME-C provides a training program for Stanford Medical and Valley Medical Center residents and interns. An interactive forensic death investigation seminar and tour is available to medical students, law enforcement, and fire and paramedic personnel.

The department participates in death education awareness programs in high schools, including the Every 15 Minutes and Sober Graduation programs. In addition, the ME-C participates in the county Child Death Review Team, which studies the causes of



children’s death to discover ways to improve children’s lives and prevent serious childhood injury and deaths in the future.

ME-C strives to establish close relationships with law enforcement, government agencies, and hospitals to provide guidelines and to cooperate in serving the

community. The department supports the American Board of Medico-legal Death Investigators (ABMDI) and National Association of Medical Examiners (NAME) professional training and certification program, which promotes the highest standards of practice for medico-legal death investigators.

## Measure of Success

**Death investigation cases closed within 90 days:** The Medical Examiner-Coroner (ME-C) will measure the percent of death investigation and autopsy cases closed within 90 days as part of the accreditation process by the American Medical Board of Medico-legal Death Investigators (AMBDI) and the National Association of

Medical Examiners (NAME) standards for autopsy reports. Almost half of the 10,000 deaths in Santa Clara County in a year are reported to ME-C for clearance. The death investigation response time from ME-C impacts law enforcement, hospitals, and families.

## County Executive’s Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Add 2.0 Investigator Positions and 1.0 Assistant Medical Examiner/Coroner Position	↑	Enhance the ME-C staffing levels and restore caseloads to appropriate levels	3.0	\$682,029	(\$172,766)
Add Funding for Medical Transcription Services	●	Maintain the level of service for transcription services	—	\$28,000	—
Add Two Emergency Response Vehicles for Mass Casualty Preparedness	↑	Enhance the ME-C fleet and disaster preparedness	—	\$25,000	\$85,000
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

### ↑ Add 2.0 Investigator Positions and 1.0 Assistant Medical Examiner/Coroner Position

**Recommended Action:** Add 2.0 FTE Medical Examiner/Coroner Investigator positions and 1.0 FTE Assistant Medical Examiner Coroner position.

**Service Impact:** The Medical Examiner-Coroner’s Office has too few investigators and doctors. ME-C investigator staff are highly trained and dedicated. However, staffing levels limit their ability to maximize that level of expertise for the benefit of the public. A county-by-county comparison revealed Santa Clara County’s 9.0 FTE ME-C investigators have the highest

caseload of those agencies polled. By adding two additional positions, caseload will decrease per investigator, improving report run-around time, expediting closure of cases, and avoiding backlogs during the accreditation process.

The current staff of 3.0 FTE ME-C doctors provide legally mandated services to Santa Clara County residents in addition to contract services to San Benito County. Having high caseloads minimizes the efficiency and effectiveness of staff and unduly burdens the ME-C office. Given the population growth in Silicon Valley, the annual death rate will continue to rise. In addition, the complexity of cases have increased over the past five years. The doctors have performed more external



examinations to keep up with the current caseload. Adding an additional medical examiner will help the agency maintain National Association of Medical Examiner standards, by allowing for more complete autopsies. The additional FTE will enhance service levels to match those of surrounding agencies.

**Positions Added: 3.0 FTE**  
**Ongoing Cost: \$682,029**  
**One-time Savings: \$172,766**  
 Salary savings reflecting time for recruitment

**● Add Funding for Medical Transcription Services**

**Recommended Action:** Add funding in the Medical Examiner-Coroner's budget for medical transcription services.

**Service Impact:** Because the volume of transcriptions in FY 16-17 did not justify a full-time medical transcriptionist, the Medical Examiner-Coroner's office deleted the position. The cost with benefits for this position in FY 16-17 was \$104,609 while the cost of using a contractor will be \$28,000 annually. While contracting transcription services creates significant

savings to the county, no money has been budgeted to support the contract.

**Ongoing Cost: \$28,000**

**↑ Add Two Emergency Response Vehicles for Disaster Preparedness**

**Recommended Action:** Add funding to Medical Examiner-Coroner's budget for two additional vehicles.

**Service Impact:** These vehicles are needed for any potential mass fatality situation. These vehicles will be used by the chief ME and Chief ME-C investigator and will be equipped with the needed gear to respond quickly to a mass fatality situation while allowing the remaining vehicles to be used for ongoing death investigations. A mass fatality event would include any situation that resulted in multiple deaths, such as, an airplane crash, terrorist attack, and earthquakes. These vehicles are a necessity and would be used not only to respond to death scenes and mass fatality incidents but also to house the ME-C satellite phones.

**Ongoing cost: \$25,000**  
**One-time Cost: \$85,000**

**Med Exam-Coroner Fund 0001— Budget Unit 293**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 4,247,115	\$ 4,776,928	\$ 5,631,974	\$ 6,312,757	\$ 1,535,829	32.2%
<b>Total Net Expenditures</b>		<b>\$ 4,247,115</b>	<b>\$ 4,776,928</b>	<b>\$ 5,631,974</b>	<b>\$ 6,312,757</b>	<b>\$ 1,535,829</b>	<b>32.2%</b>

**Med Exam-Coroner Fund 0001— Budget Unit 293**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 4,247,115	\$ 4,776,928	\$ 5,631,974	\$ 6,312,757	\$ 1,535,829	32.2%
<b>Total Gross Expenditures</b>		<b>\$ 4,247,115</b>	<b>\$ 4,776,928</b>	<b>\$ 5,631,974</b>	<b>\$ 6,312,757</b>	<b>\$ 1,535,829</b>	<b>32.2%</b>



### Med Exam-Coroner Fund 0001— Budget Unit 293 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 3,536,403	\$ 3,728,936	\$ 4,584,475	\$ 5,083,909	\$ 1,354,973	36.3%
Services And Supplies	710,711	1,047,992	1,047,499	1,118,848	70,856	6.8%
Fixed Assets	—	—	—	110,000	110,000	n/a
<b>Total Gross Expenditures</b>	<b>\$ 4,247,115</b>	<b>\$ 4,776,928</b>	<b>\$ 5,631,974</b>	<b>\$ 6,312,757</b>	<b>\$ 1,535,829</b>	<b>32.2%</b>
<b>Total Net Expenditures</b>	<b>\$ 4,247,115</b>	<b>\$ 4,776,928</b>	<b>\$ 5,631,974</b>	<b>\$ 6,312,757</b>	<b>\$ 1,535,829</b>	<b>32.2%</b>

### Med Exam-Coroner Fund 0001— Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 344,532	\$ 341,367	\$ 341,367	\$ 341,367	—	—
	<b>Total Revenues</b>	<b>\$ 344,532</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Licenses, Permits, Franchises	\$ 26,271	\$ 24,437	\$ 24,437	\$ 24,437	—	—
Charges For Services	36,379	40,000	40,000	40,000	—	—
Other Financing Sources	281,881	276,930	276,930	276,930	—	—
<b>Total Revenues</b>	<b>\$ 344,532</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 2017 Approved Budget	20.0	\$ 4,776,928	\$ 341,367
Board Approved Adjustments During FY 2017	4.0	849,746	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	80,551	—
IntraCounty Adjustments	—	(1,932)	—
Other Adjustments	—	(73,319)	—
<b>Subtotal (Current Level Budget)</b>	<b>24.0</b>	<b>\$ 5,631,974</b>	<b>\$ 341,367</b>



**Med-Exam/Coroner Fund 0001 — Cost Center 3750**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 43,349	\$ —
Decision Packages			
293.1 Add 2.0 Inv. Positions and 1.0 Asst ME/C Position	3.0	509,263	—
293.2 Add Funding for Medical Transcription Services	—	28,000	—
293.3 Add Two Emergency Response Vehicles for Mass Casualty	—	110,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(9,829)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 680,783</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>27.0</b>	<b>\$ 6,312,757</b>	<b>\$ 341,367</b>



# Section 3: Children, Seniors, and Families

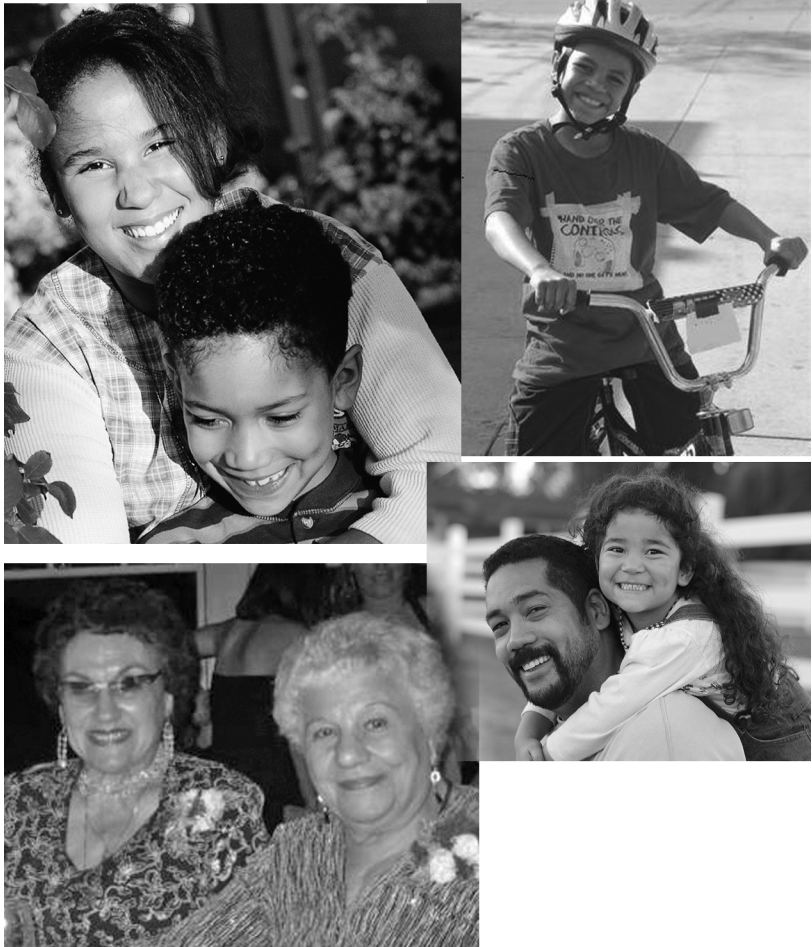
Section 3: Children, Seniors,  
and Families



## 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

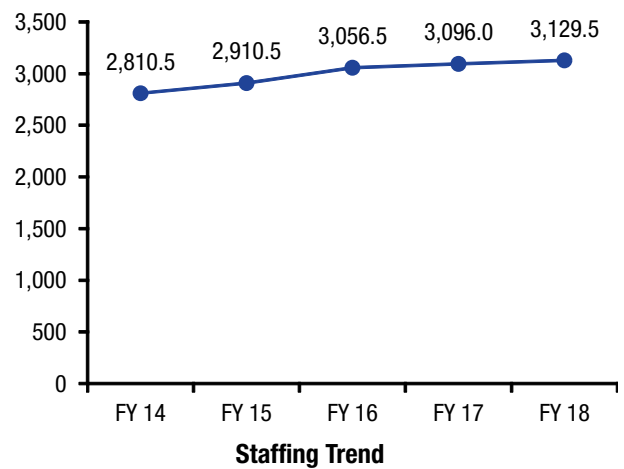
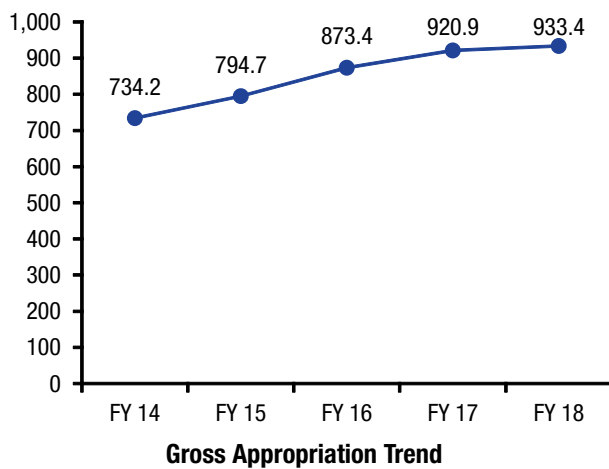
Agency Office – SSA  
Budget Unit 502

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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
200	Dept of Child Support Services	\$ 36,417,439	\$ 37,048,886	\$ 37,290,007	\$ 36,922,646	\$ (126,240)	-0.3%
116	In-Home Supportive Services	154,116,197	167,574,989	176,138,389	176,146,996	8,572,007	5.1%
502	Social Services Agency	182,529,106	210,601,160	208,395,039	212,680,268	2,079,108	1.0%
506	1991 Realignment	—	—	—	—	—	—
503	Department of Family & Children's Services	137,200,346	152,247,934	159,673,768	160,998,253	8,750,319	5.7%
504	Department of Employment & Benefit Svc	258,233,535	303,007,440	296,012,372	296,356,686	(6,650,754)	-2.2%
505	Department of Aging and Adult Services Fund 0001	44,989,960	49,895,995	49,609,312	49,928,298	32,303	0.1%
<b>Total Net Expenditures</b>		<b>\$ 813,486,584</b>	<b>\$ 920,376,403</b>	<b>\$ 927,118,886</b>	<b>\$ 933,033,146</b>	<b>\$ 12,656,743</b>	<b>1.4%</b>

### Gross Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
200	Dept of Child Support Services	\$ 36,417,439	\$ 37,048,886	\$ 37,290,007	\$ 36,922,646	\$ (126,240)	-0.3%
116	In-Home Supportive Services	154,116,197	167,574,989	176,138,389	176,146,996	8,572,007	5.1%
502	Social Services Agency	182,683,007	211,018,620	208,576,916	212,862,145	1,843,525	0.9%
506	1991 Realignment	—	—	—	—	—	—
503	Department of Family & Children's Services	137,200,346	152,247,934	159,673,768	160,998,253	8,750,319	5.7%
504	Department of Employment & Benefit Svc	258,267,971	303,152,349	296,157,281	296,501,595	(6,650,754)	-2.2%
505	Department of Aging and Adult Services Fund 0001	44,989,960	49,895,995	49,609,312	49,928,298	32,303	0.1%
<b>Total Gross Expenditures</b>		<b>\$ 813,674,919</b>	<b>\$ 920,938,772</b>	<b>\$ 927,445,672</b>	<b>\$ 933,359,932</b>	<b>\$ 12,421,160</b>	<b>1.3%</b>

### Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
200	Dept of Child Support Services	\$ 36,735,873	\$ 36,984,610	\$ 37,181,714	\$ 37,181,714	\$ 197,104	0.5%
116	In-Home Supportive Services	89,573,254	99,095,418	79,598,877	79,598,877	(19,496,541)	-19.7%
502	Social Services Agency	87,874,737	113,159,313	112,688,560	112,688,560	(470,753)	-0.4%



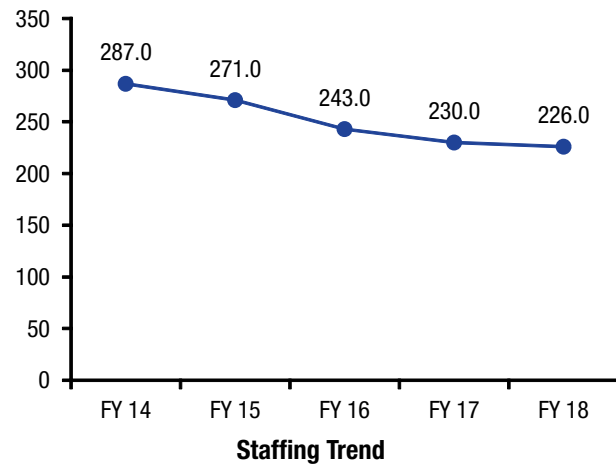
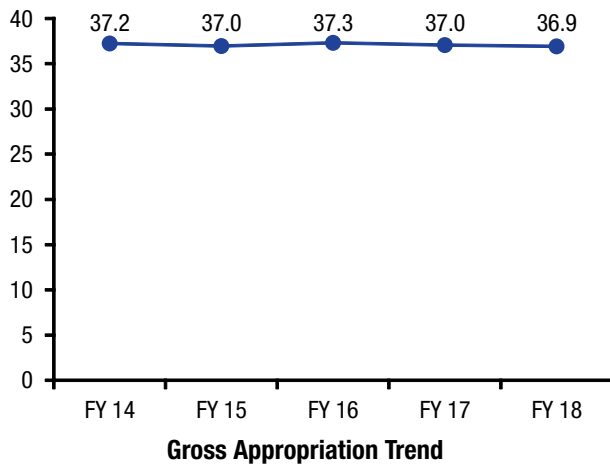
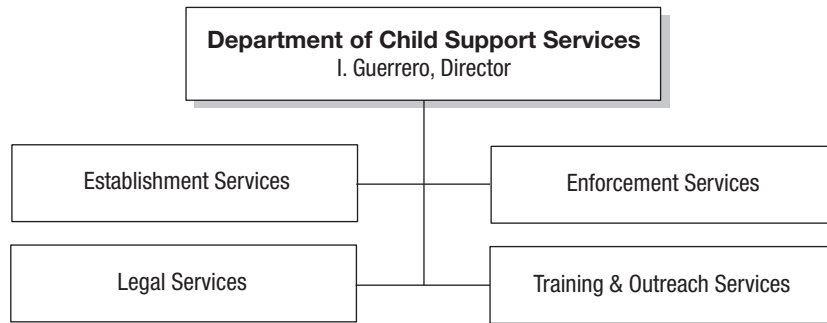


## Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
506	1991 Realignment	86,125,102	82,404,157	92,987,954	92,987,954	10,583,797	12.8%
503	Department of Family & Children's Services	89,711,685	74,268,478	78,764,946	79,494,454	5,225,976	7.0%
504	Department of Employment & Benefit Svc	295,409,296	340,048,346	331,899,067	331,752,043	(8,296,303)	-2.4%
505	Department of Aging and Adult Services Fund 0001	42,783,035	45,988,815	46,291,643	46,485,269	496,454	1.1%
<b>Total Revenues \$</b>		<b>728,212,982 \$</b>	<b>791,949,137 \$</b>	<b>779,412,761 \$</b>	<b>780,188,871 \$</b>	<b>(11,760,266)</b>	<b>-1.5%</b>



# Department of Child Support Services





## Description of Major Services

The Department of Child Support Services (DCSS) works to ensure that parents provide the financial and medical support their children are legally entitled to receive.

### Establishment of Paternity and Court Orders

Determining paternity, or legal fatherhood, 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. Once paternity is established, legal guidelines are applied to determine the amount of child support to be paid.

### Enforcement of Court Orders

Court orders are enforced to ensure child support payments are received in a consistent and reliable fashion. This is most often accomplished via income withholding orders or court-ordered payroll deductions. Just over 68 percent of money collected comes from wage assignments. The Department also has various other enforcement tools available to ensure collection of support.

### Distribution of Child Support Collections

By collecting and distributing child support payments to families, the Department helps reduce the need for public assistance for single parents while ensuring financial support for children. Distribution of child support payments to families is the highest priority.

## Measure of Success

**Percent of Current Child Support Paid:** The Department of Child Support Services intends to increase the share of child support dollars collected of those owed for minor children on the agency caseload, a Federal performance measure tracked and reported by the State of California Department of Child Support Services and a direct indicator of the Department's ability to increase collections. This number is benchmarked against the state average to compare this Department's performance against other counties in California.

**Percent of Cases with an Arrears Payment:** The Department will work to increase the percentage of cases on the DCSS caseload that received an arrears payment toward past-due child support within the fiscal year, another of the Federal performance measures tracked and reported at the state level and an indicator of the Department's ability to collect past-due child support. Increasing the percentage of custodial parents who receive a payment toward arrears means they will have more of the financial resources necessary to raise their children with the proper essentials ( food, shelter, and clothing). This measure is also benchmarked against the state average.

Department of Child Support Services	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Measures of Success	Actual	Actual	Actual	Anticipated	Targeted
Percent of Current Child Support Paid (State Average)	64.1% (64.9%)	66.8% (66.5%)	68.3% (67.0%)	69.3%	70.0%
Percent of Cases with an Arrears Payment (State Average)	67.7% (65.8%)	69.0% (66.2%)	71.4% (66.7%)	74.4%	75.0%

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Delete Four Vacant Positions	●	Duties will be reassigned with minimal workload impacts	(4.0)	(\$379,665)	—
Ongoing Augmentation for Services and Supplies	↑	Allocation changes will increase staff training and outreach efforts	—	\$57,300	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ● Delete Four Vacant Positions

**Recommended Action:** Delete 4.0 FTE of vacant positions within the Department of Child Support Services (DCSS).

**Service Impact:** The Department of Child Support Services is facing its 15th year of flat funding from the California Department of Child Support Services. This reduction of four vacant positions creates savings necessary to balance base increases within the Department.

In the Administrative Unit, the Department added four office specialist III positions in FY 16-17 to perform higher-level clerical support, making the Office Specialist II position no longer necessary.

In the Accounting Unit, one vacant Child Support Specialist responsible for the creation, adjustment or modification of child support obligations or financial records will be deleted. Work will be reassigned to existing staff to address this impact.



In the Office Support Division, work assigned to the Legal Process Officer, recommended for deletion has been reassigned to a vendor that already performs all service of process functions for child support departments in counties outside Santa Clara County and throughout the State, and to date, all work provided by the vendor has been quality work.

In the Establishment Unit, the duties of one vacant Child Support Document Examiner have already been redistributed among existing staff due to the vacancy. This position is responsible for reviewing and generating the appropriate documents for child support cases.

**Positions Deleted: 4.0 FTE**  
**Ongoing Savings: \$379,665**

### ↑ Ongoing Augmentation for Services and Supplies

**Recommended Action:** Adjust ongoing allocations for the Department's services and supplies based on reassessed priorities and as part of the Department's management strategy to operate within the State funding allocation.

**Service Impact:** The ongoing staff training allocation will increase to support the continued implementation of the DCSS Operational Assessment. As recommended in the Assessment, this action supports the participation for all levels of child support staff in the annual Child Support Training Conference presented by the California Child Support Directors Association.

The ongoing allocation for advertising will increase to provide mandated outreach activities promoting Department services to the public. Among other efforts, partnering with agencies such as the Department of Motor Vehicles allows for focused outreach efforts where a child support obligor may have had their license suspended due to non-compliance with their child support judgment. Advertising on how to contact the Department of Child Support Services to get a drivers license released is planned for FY 17-18.

**Ongoing Cost: \$57,300**

### Dept of Child Support Services— Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3804	DCSS Exp - Admin Fund 0193	35,098,813	35,542,748	35,503,911	35,118,621	(424,127)	-1.2%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,190,902	1,506,038	1,777,096	1,795,025	288,987	19.2%
3806	DCSS Rev Federal Participation - Fund 0192	127,724	100	9,000	9,000	8,900	8,900.0%
<b>Total Net Expenditures \$</b>		<b>36,417,439 \$</b>	<b>37,048,886 \$</b>	<b>37,290,007 \$</b>	<b>36,922,646 \$</b>	<b>(126,240)</b>	<b>-0.3%</b>



### Dept of Child Support Services— Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3804	DCSS Exp - Admin Fund 0193	35,098,813	35,542,748	35,503,911	35,118,621	(424,127)	-1.2%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,190,902	1,506,038	1,777,096	1,795,025	288,987	19.2%
3806	DCSS Rev Federal Participation - Fund 0192	127,724	100	9,000	9,000	8,900	8,900.0%
<b>Total Gross Expenditures \$</b>		<b>36,417,439 \$</b>	<b>37,048,886 \$</b>	<b>37,290,007 \$</b>	<b>36,922,646 \$</b>	<b>(126,240)</b>	<b>-0.3%</b>

### Dept of Child Support Services— Budget Unit 200 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 30,586,709	\$ 30,936,380	\$ 31,017,317	\$ 30,572,500	(363,880)	-1.2%
Services And Supplies	5,723,117	5,879,703	6,191,313	6,268,769	389,066	6.6%
Other Charges	72,653	72,377	72,377	72,377	—	—
Fixed Assets	34,959	—	—	—	—	—
Operating/Equity Transfers	—	100	9,000	9,000	8,900	8,900.0%
Reserves	—	160,326	—	—	(160,326)	-100.0%
<b>Total Gross Expenditures \$</b>	<b>36,417,439 \$</b>	<b>37,048,886 \$</b>	<b>37,290,007 \$</b>	<b>36,922,646 \$</b>	<b>(126,240)</b>	<b>-0.3%</b>
<b>Total Net Expenditures \$</b>	<b>36,417,439 \$</b>	<b>37,048,886 \$</b>	<b>37,290,007 \$</b>	<b>36,922,646 \$</b>	<b>(126,240)</b>	<b>-0.3%</b>

### Dept of Child Support Services— Budget Unit 200 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
3804	DCSS Exp - Admin Fund 0193	\$ 36,607,963	\$ 35,620,573	\$ 35,808,777	\$ 35,808,777	188,204	0.5%
3805	DCSS Exp - Electronic Data Processing Fund 0193	12	1,363,937	1,363,937	1,363,937	—	—
3806	DCSS Rev Federal Participation - Fund 0192	127,898	100	9,000	9,000	8,900	8,900.0%
<b>Total Revenues \$</b>		<b>36,735,873 \$</b>	<b>36,984,610 \$</b>	<b>37,181,714 \$</b>	<b>37,181,714 \$</b>	<b>197,104</b>	<b>0.5%</b>



## Dept of Child Support Services— Budget Unit 200 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 36,673,774	\$ 36,912,410	\$ 37,106,714	\$ 37,106,714	\$ 194,304	0.5%
Revenue From Use Of Money/Property	6,452	200	9,000	9,000	8,800	4,400.0%
Aid From Government Agencies - Federal	55,647	72,000	66,000	66,000	(6,000)	-8.3%
<b>Total Revenues</b>	<b>\$ 36,735,873</b>	<b>\$ 36,984,610</b>	<b>\$ 37,181,714</b>	<b>\$ 37,181,714</b>	<b>\$ 197,104</b>	<b>0.5%</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 2017 Approved Budget	224.0	\$ 35,542,748	\$ 35,620,573
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	330,281	—
IntraCounty Adjustments	—	153,707	195,204
Other Adjustments	—	(522,825)	(7,000)
<b>Subtotal (Current Level Budget)</b>	<b>224.0</b>	<b>\$ 35,503,911</b>	<b>\$ 35,808,777</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
200.1 Delete 4 Vacant Positions	-4.0	(379,665)	—
200.2 Ongoing Augmentation Services & Supplies	—	57,300	—
Reduce PERS by \$7M due to prepayment of UAL	—	(62,925)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-4.0</b>	<b>\$ (385,290)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>220.0</b>	<b>\$ 35,118,621</b>	<b>\$ 35,808,777</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 2017 Approved Budget	6.0	\$ 1,506,038	\$ 1,363,937
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,629	—



**DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	356,600	—
Other Adjustments	—	(108,171)	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 1,777,096</b>	<b>\$ 1,363,937</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 20,156	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,227)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 17,929</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,795,025</b>	<b>\$ 1,363,937</b>

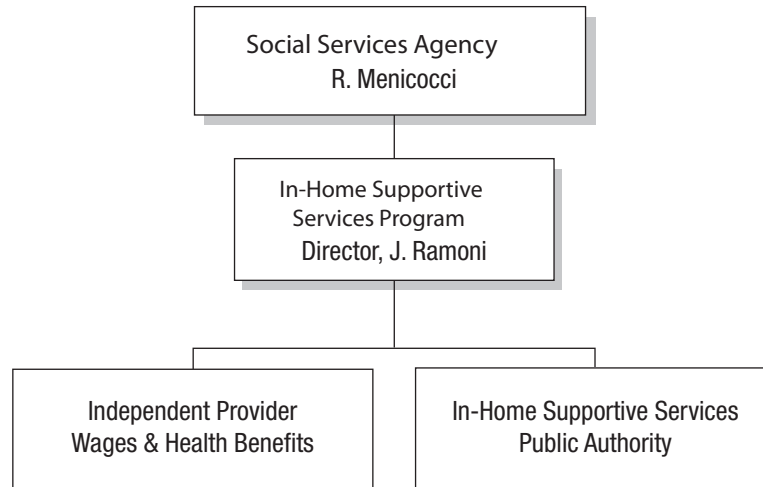
**DCSS Rev Federal Participation - Fund 0192 — Cost Center 3806**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0192-DCSS Rev Federal Participation (Fund Number 0192)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 100	\$ 100
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	8,900	—
Other Adjustments	—	—	8,900
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>
<b>Recommended Changes for FY 2018</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>\$ 9,000</b>	<b>\$ 9,000</b>

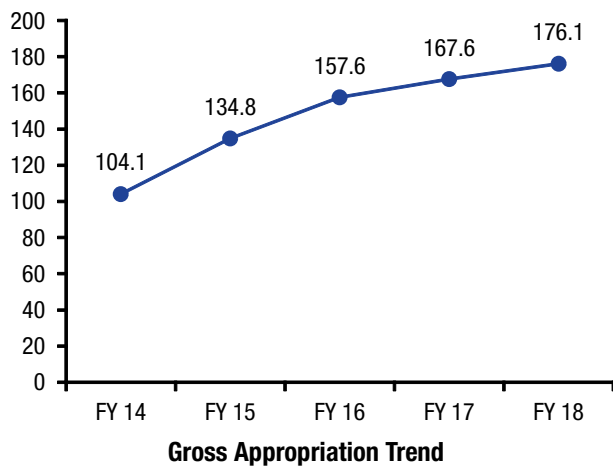




# In-Home Supportive Services Program Costs



Section 3: Children, Seniors, and Families



## Description of Major Services

### In-Home Supportive Services Program

In-Home Supportive Services, administered by the Social Services Agency's (SSA) Department of Aging and Adult Services (DAAS), helps 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 each eligible person can receive for domestic and personal care services. The staff who determine eligibility are budgeted in DAAS. Wages and benefits for independent providers, caregivers hired by the consumer but paid by the county, and costs associated with the Public Authority are budgeted in IHSS.

Santa Clara County IHSS consumers receive services solely through independent providers. As of February 1, 2017, 22,509 consumers were receiving services from 22,154 full- or part-time providers.

### Independent Provider Wages and Health Benefits

Independent 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 insurance. Providers who receive health benefits pay an insurance premium of \$25 per month. The tables below shows the latest information (as of February 2017) related to the IHSS caseload and benefits.

#### IHSS Caseload

	2016	2017	% Change
# of Clients	21,290	22,509	5.7%
# of Providers	20,288	22,154	9.2%

#### Provider Health Benefits

	2016	2017	% Change
Valley Health Plan	9,866	10,591	7.4%
IHSS Classic Plan	7,186	6,189	-13.9%
IHSS New Preferred Plan	2,680	4,402	64.3%
Liberty Dental Plan	10,476	11,255	7.4%
Vision Service Plan	10,476	11,255	7.4%

### Public Authority

The Public Authority is a public partnership with the nonprofit 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 finding 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, and conditions of employment for providers and conducting criminal background checks.

### Maintenance of Effort (MOE) Termination

The Governor's FY 17-18 proposed budget repeals the IHSS Maintenance of Effort (MOE) due to concerns over its cost effectiveness. The proposed elimination of the MOE by the Governor will have a significant financial impact on the County of Santa Clara. In the first year, County staff estimate the ongoing share of costs for IHSS could increase by \$61 million to maintain the current level of service. There are various legislative proposals being discussed at the State level that may help the County reduce the ongoing financial impact by up to \$53 million, but their impact will not be fully known until the State budget is approved. The FY 17-18 County Executive Recommended budget assumes significant assistance from the State and therefore only budgets a county cost impact of \$28 million in the IHSS program. However, the FY 17-18 County Executive Recommended budget also sets aside a special reserve of \$30 million in the event no additional State funding support for IHSS materializes. That reserve is budgeted in Special Programs (BU119).

### In-Home Supportive Services— Budget Unit 116 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1002	IHSS Benefits Fund 0001	\$ 106,134,882	\$ 115,948,496	\$ 105,515,691	\$ 105,516,131	\$ (10,432,365)	-9.0%
1003	IHSS Provider Wages&Taxes - F0001	46,086,581	49,432,543	68,568,928	68,568,928	19,136,385	38.7%
1004	IHSS Operations - Fund 0001	1,894,734	2,193,950	2,053,770	2,061,937	(132,013)	-6.0%
<b>Total Net Expenditures</b>		<b>\$ 154,116,197</b>	<b>\$ 167,574,989</b>	<b>\$ 176,138,389</b>	<b>\$ 176,146,996</b>	<b>\$ 8,572,007</b>	<b>5.1%</b>

### In-Home Supportive Services— Budget Unit 116 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1002	IHSS Benefits Fund 0001	\$ 106,134,882	\$ 115,948,496	\$ 105,515,691	\$ 105,516,131	\$ (10,432,365)	-9.0%
1003	IHSS Provider Wages&Taxes - F0001	46,086,581	49,432,543	68,568,928	68,568,928	19,136,385	38.7%
1004	IHSS Operations - Fund 0001	1,894,734	2,193,950	2,053,770	2,061,937	(132,013)	-6.0%
<b>Total Gross Expenditures</b>		<b>\$ 154,116,197</b>	<b>\$ 167,574,989</b>	<b>\$ 176,138,389</b>	<b>\$ 176,146,996</b>	<b>\$ 8,572,007</b>	<b>5.1%</b>

### In-Home Supportive Services— Budget Unit 116 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 154,116,197	\$ 167,574,989	\$ 176,138,389	\$ 176,146,996	\$ 8,572,007	5.1%
<b>Total Net Expenditures</b>	<b>\$ 154,116,197</b>	<b>\$ 167,574,989</b>	<b>\$ 176,138,389</b>	<b>\$ 176,146,996</b>	<b>\$ 8,572,007</b>	<b>5.1%</b>

### In-Home Supportive Services— Budget Unit 116 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1002	IHSS Benefits Fund 0001	\$ 87,979,365	\$ 97,021,442	\$ 78,319,313	\$ 78,319,313	\$ (18,702,129)	-19.3%
1004	IHSS Operations - Fund 0001	1,593,889	2,073,976	1,279,564	1,279,564	(794,412)	-38.3%
<b>Total Revenues</b>		<b>\$ 89,573,254</b>	<b>\$ 99,095,418</b>	<b>\$ 79,598,877</b>	<b>\$ 79,598,877</b>	<b>\$ (19,496,541)</b>	<b>-19.7%</b>



## In-Home Supportive Services— Budget Unit 116

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 40,793,886	\$ 44,068,281	\$ 20,607,470	\$ 20,607,470	\$ (23,460,811)	-53.2%
Aid From Government Agencies - Federal	45,914,321	51,957,795	55,662,907	55,662,907	3,705,112	7.1%
Charges For Services	2,865,047	3,069,342	3,328,500	3,328,500	259,158	8.4%
<b>Total Revenues</b>	<b>\$ 89,573,254</b>	<b>\$ 99,095,418</b>	<b>\$ 79,598,877</b>	<b>\$ 79,598,877</b>	<b>\$ (19,496,541)</b>	<b>-19.7%</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 2017 Approved Budget	—	\$ 115,948,496	\$ 97,021,442
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	50,754	—
Other Adjustments	—	(10,483,559)	(18,702,129)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 105,515,691</b>	<b>\$ 78,319,313</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 440	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 440</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 105,516,131</b>	<b>\$ 78,319,313</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 2017 Approved Budget	—	\$ 49,432,543	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	19,136,385	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 68,568,928</b>	<b>\$ —</b>



**IHSS Provider Wages&Taxes -F0001 — Cost Center 1003**  
**Major Changes to the Budget**

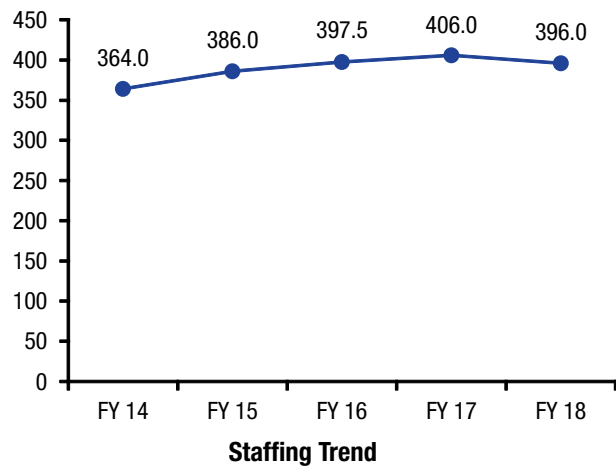
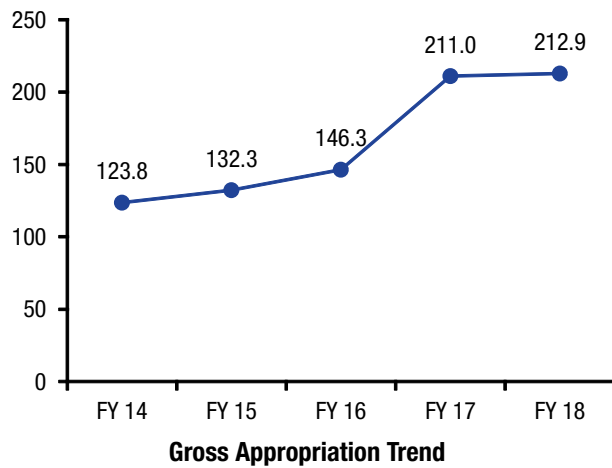
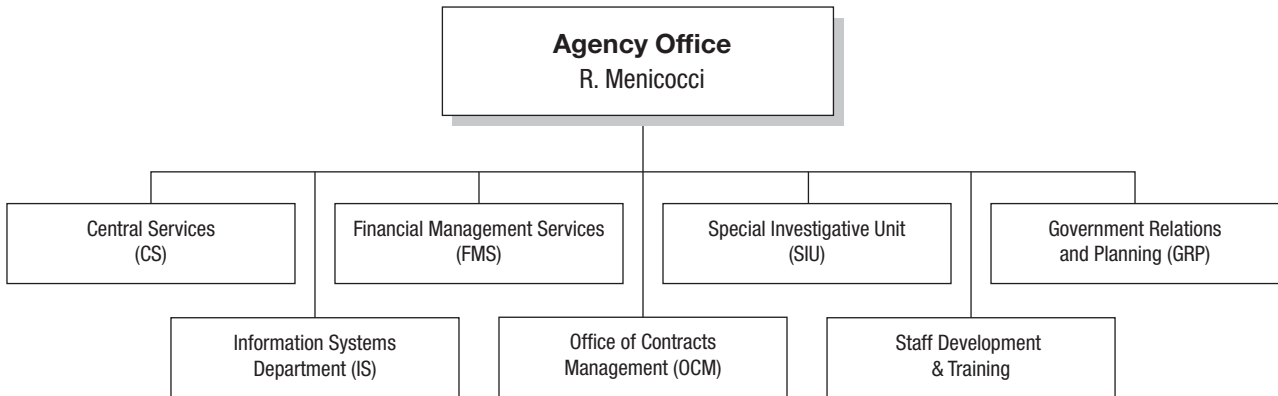
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>68,568,928 \$</b>	<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 2017 Approved Budget	— \$	2,193,950 \$	2,073,976
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	9,187	—
Other Adjustments	—	(149,367)	(794,412)
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>2,053,770 \$</b>	<b>1,279,564</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	8,167 \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>8,167 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>2,061,937 \$</b>	<b>1,279,564</b>



# Agency Office — Social Services Agency





## 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 concerning the mentally ill. The Agency organizes and provides services through four major departments: Agency Office (AO), Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS).

The Agency's operating budget is more than 90 percent 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, foster care parent support and 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 with gaining access to services within their respective communities 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 continuous quality improvement strategies building on existing quality assurance and 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 with families, community, and other government entities 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 and Programmatic Support Services for the three service departments. AO provides overall leadership and direction for the Agency 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 nonbudgeted items. The operating budget consists of a myriad of costs, including \$162 million in client welfare benefits paid by the County and \$167 million for IHSS providers' health benefits, Public Authority administration costs, and the IHSS maintenance of effort. Among the nonbudgeted items are oversight of programs such as \$53 million in client debt management and collections, \$178 million in CalFresh food assistance benefits, \$131 million in Public Administrator/Guardian/Conservator client assets and restricted trust accounts, and \$362 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 \$756 million each year. This includes management of financial systems integrity and account alignment for more than 15 financial and banking systems.

### **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.

### **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 and 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 2012 Measure A services.

### **Governmental Relations and Planning (GRP)**

GRP provides Agency-wide resources to implement initiatives that sustain strong partnerships with the County's diverse communities, monitor legislative and regulatory changes, coordinate required Board and County Executive reporting on Agency activities, manage Agency-level projects to maximize client service efficiencies, and address client concerns and complaints. 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 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 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.



### Special Investigative Unit (SIU)

As required by State law mandating investigation into reports of welfare fraud, SIU investigates allegations of public assistance fraud, including CalWORKs and CalFresh. SIU also reviews allegations of In-Home Supportive Services and general fraud. SIU is responsible for deterring fraud by performing early fraud investigations prior to authorization of public assistance. SIU is a law enforcement unit with investigators who are sworn peace officers. SIU receives fraud allegations from eligibility workers and the community through a fraud hotline. SIU investigators carry out complete investigations and work with the District Attorney when prosecution is warranted.

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have contracts with this department:

- ACT for Mental Health
- Advent Group Ministries
- Almaden Valley Counseling Service
- Alum Rock Counseling
- Asian Americans for Community Involvement
- Avenidas/Rose Kleiner
- Bay Area Legal Aid
- Bay Area Older Adults/Healthy Living
- Bill Wilson Center
- Billy DeFrank LGBT Community Center
- Boys and Girls Club
- Catholic Charities
- Center for Employment Training
- Child Advocates of Silicon Valley
- Community Child Care Council
- Community Health Awareness Council
- Community Services Agency of Los Altos/Mtn View
- Community Solutions/La Isla Pacifica
- Dependency Advocacy Center
- Emergency Housing Consortium
- EMQ Families First
- Estrella Family Services
- Parenting Without Violence
- First Methodist Church of Sunnyvale
- Fresh Lifelines for Youth
- Gardner Family Care Corporation
- The Health Trust
- Hope Services
- India Community Center Milpitas
- Indian Health Center
- Inn Vision/Safe Haven
- Japanese American Center/Yu-Ai Kai
- Korean American Community Services Inc.
- La Comida de California
- Law Foundation of Silicon Valley
- Live Oak Adult Services
- Loaves and Fishes
- Los Gatos United Methodist Church
- Maitri
- Next Door Solutions
- On Lok Senior Health Services
- Peninsula Family Services
- Planned Parenthood/Mar Monte
- Portuguese Organization for Social Services
- Portuguese Community Center
- Rebekah Children's Services
- Alzheimer's Activity Center
- Sacred Heart
- Salvation Army
- San Jose Day Nursery
- San Jose Grail Family Services
- Asian Law Alliance
- Santa Clara Unified School District
- Santa Clara Valley Blind Center
- Foster Adoptive Parent Association
- School Health Clinics of Santa Clara County



- Self Help for the Elderly
- Senior Adults Legal Assistance
- Services, Immigrant Rights, and Education Network
- Silicon Valley Independent Living Center
- St. Joseph's Family Center
- Sunnyvale Community Services
- TeenForce
- Unity Care Group
- Vietnamese Voluntary Foundation Inc.
- VISTA Center for the Blind and Visually Impaired
- West Valley Community Services
- Year-Up Bay Area
- YMCA Morgan Hill
- YWCA of Silicon Valley

## Learning Organization

### Center for Leadership and Transformation (CLT)

The SSA continues to collaborate with the Office of Cultural Competency and Juvenile Probation 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 targeted interventions for five specific zip codes in Santa Clara County that represent the largest proportion of these types of referrals. SSA has begun to engage system partners, families, and youth to leverage resources, while developing education, prevention, and diversion strategies.

This joint collaboration has yielded an expanded partnership with the Office of Cultural Competency. Both entities have joined efforts in the County's Intercultural Council and SSA's Council for Cultural Excellence (CCE). These groups seek to improve services to County and SSA customers and to improve relationships among SSA's diverse employee population. SSA has engaged a consultant to facilitate development of a CCE action plan to be fully executed in FY 17-18.

### Communication

In FY 17-18, SSA will be developing an interactive website to improve communication with its customers and Agency staff. Efforts will focus on expansion of SSA's existing website to increase both access to information and the ability to enroll in services via the web for clients of DEBS and DAAS.

### Just Culture

A recent survey of SSA staff demonstrated a desire by employees to engage in both learning and organizational activities that promote individual wellness in the workplace. SSA is partnering with the Employee Wellness Department to develop and execute employee wellness strategies. Responsiveness to employee wellness concerns, particularly in the stressful profession of social work, will foster positive staff engagement and retention.

### 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 removal of barriers to quality client service. Dialogue was initiated between SEIU and SSA leadership in fall 2015. Since then, SEIU and SSA leadership have made gains building the groundwork for the development of collaborative agreements to guide the initiation of this team-based approach to improvement work. In 2017, SSA will have oriented 13 Agency bureaus and programs and the Agency executive team on the goals of UBTs. From that extensive roll out of the UBT concepts, four UBTs have been identified, and all are expected to be launched by the end of FY 17-18.

## Innovation and Technology

The Department of Family and Children Services (DFCS) has engaged in a project with Think of Us, a nonprofit dedicated to providing technology tools for empowering foster youth. The Agency will be collaborating on an application designed by foster youth to assist with transitioning out of foster care; components include communication networks, topical web-based training, and personal education and employment supports.

In FY 17-18, the DFCS supported and participated in a Silicon Valley Foster Care Hackathon co-sponsored by Silicon Valley community and technology leaders. Work sessions focused on three basic goals: reforming outdated technology, creating educational and career opportunities, and providing access to technology.

Microsoft is donating 2,500 laptops to foster teens in California and 9,000 licenses for Microsoft Windows and Microsoft Office applications.

Telework for social workers was implemented in FY 17-18 in concert with a mobile application for case management. Telework will be expanded to all case-carrying social workers, allowing for the timely entering of information and connection of families to the appropriate services in addition to improved work flexibility for staff.

The mapping of technology to business work flow is allowing departments to identify and address inefficiencies. For example, in FY 17-18 the Child Abuse and Neglect Center (CANC) dashboard will have expanded elements including peak hours and number of calls to improve allocation of social worker staff. Structured Decision Making, an actuarially guided decision tool has been implemented in the DFCS and will be expanded to the Adult Protective Services call center to improve the quality and efficiency of assessments of abuse or neglect reports.

## Measures of Success

**Engaging Welfare to Work Clients:** In effort to decrease the number of days it takes to engage clients from initial benefits into Welfare to Work activities, the Department of Employment and Benefits will establish a baseline for FY 17-18 by identifying the number of days from cash aid approval to completion of a Welfare-to-Work Orientation and Appraisal.

The state's California Work Opportunity and Responsibility to Kids, or CalWORKs, program offers families with dependent children a monthly cash grant and access to Employment Service to increase their work opportunities and long-term viability. While minors may receive aid until the age of 18, adults enrolled in the program may only receive cash grants for a lifetime total of 48 months and are required to participate in Welfare to Work employment activities as a condition of receiving aid. For families working their way back to self-sufficiency, no two journeys are the same; nor are the solutions needed to assist them. Employment Services is the access point where families are able to receive critical services, vital support, and gainful employment that help them get back on their feet.

Eligible participants are referred to Employment Services by an Eligibility Worker who manages CalWORKs cash benefits. Over this next year, the department will establish a baseline to identify the number of days from cash aid approval to completion of a Welfare to Work Orientation and Appraisal. Additionally, the department plans to initiate activities to decrease the number of days it takes to engage clients from initial benefits into Welfare to Work activities; thereby maximizing benefits and access to these life changing employment programs and support services.

**Reducing the Number of Children Experiencing Abuse or Neglect:** In effort to reduce the number of children experiencing abuse or neglect after they are returned to their families, the Department of Family and Children's Services will establish a baseline for FY 17-18 through identification and tracking of child welfare re-entry cases.

When it is safe to do so, children who experience abuse or neglect return home to their parent or caregiver. Unfortunately, in some of the cases where children return to the parent or caregiver, the children are re-

abused or neglected by the parent or caregiver and are returned to foster care. The Federal Goal is for 8.3% or less of children returned to their parents or caregiver to end up back in foster care within a 12 month period. Success on this measure will be achieved by reducing

the number and percentage children reentering foster care within 12 months to 8.3% or less in Santa Clara County, which translates to more children safe at home with their parents or guardians and less children in foster care.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Security at the Receiving, Assessment, and Intake Center	↑	Increases security	2.0	\$160,366	(\$54,168)
Augment Information Services Staff To Support Program Initiatives	↑	Addresses demand for technology solutions	5.0	\$745,714	(\$223,936)
Enhance CalWIN Help Desk	↑	Increases technical support services	1.0	\$124,024	(\$42,257)
Enhance Fraud Investigations Support	↑	Improves the processing of fraud investigations	1.0	\$38,721	(\$29,919)
Augment Fraud Investigations	↑	Improves the timeliness and quality of fraud investigations	1.0	\$52,240	(\$41,614)
Adjust Staffing in Operational Services	↑	Increases performance analysis support	0.5	\$35,583	(\$12,061)
Enhance Office of Contracts Management	↑	Improves contract monitoring	2.0	\$208,734	(\$70,443)
Enhance Staff Development in Child Welfare Practice.	↑	Improves child welfare training	1.0	\$105,597	(\$39,942)
Supplant Measure A Funding for Safety Net Services Contracts	↑	Supports county-wide safety net services		\$1,270,651	
Augment Leadership Training	↑	Increases leadership training	—	—	\$60,000
Address Issues of Race and Disparity	↑	Improves staff well-being	—	—	\$9,000
Support Continuous Quality Improvement	↑	Increases continual learning training	—	\$30,000	—
Create Simulation Lab	↑	Improves social worker training	—	—	\$8,250
Improve Office Space Efficiency	↑	Creates new office space	—	—	\$121,875
Augment Information Services Equipment and Software	↑	Adds new technology equipment and software for new staff	—	—	\$58,500
Enhance Human Resources	↑	Improves SSA staff recruitment	—	\$235,647	\$7,500
Restructure the County's Collections Department	↑	Improves collections oversight	(19.0)	(\$951,526)	

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

#### ↑ Augment Security at the Receiving, Assessment, and Intake Center (RAIC)

**Recommended Action:** Add 2.0 Protective Services Officer positions within the Central Services Division for the Receiving, Assessment, and Intake Center (RAIC).

**Service Impact:** The Receiving, Assessment, and Intake Center (RAIC) is open 24 hours a day, 7 days a week to receive and evaluate children and youth removed from parental custody due to allegations of child abuse or neglect. Since September 2016, the facility has been adjacent to Valley Medical Center in West San Jose. Although this location seems to have fewer security risks than the RAIC's previous location in Downtown San Jose, the area is not exempt from crime. From May



2016 through November 2016, over 690 reported crime incidents within a quarter mile radius of the facility were reported. In addition to the external crime threats, there is a threat of internal incidents. Many children and youth are often difficult to place due to mental health, behavioral, or drugs-related issues. Some youth turn themselves into the RAIC to escape violent situations, subsequently placing the staff and other children at risk to the person pursuing them. Currently, the RAIC does not have 24-hour security and depends on volunteer overtime hours to cover security from 5 p.m. to 1 a.m.

The two new PSOs and the current PSO position will allow SSA to assign each position a specific shift and integrate them along with the sheriffs deputy to ensure a 24/7 security presence. The 24/7 dedicated security presence will aid in reducing and deterring incidents in and around the RAIC.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$160,366**

Total Cost of \$216,670 will be offset by \$56,304 in revenue

**One-Time Savings: \$54,168**  
Salary savings reflecting time for recruitment

### ↑ Augment Information Services Staff To Support Program Initiatives

**Recommended Action:** Add 2.0 SSA Application and Decision Support Manager positions, 1.0 Web Designer position, and 2.0 Alternately Staffed Senior Business Information Technology Consultant or Business Information Technology Consultant positions in the Information Systems Division.

**Service Impact:** The Information Systems Division supports 35 systems that interact with internal and State interfaces and supports over 60 web-sites, both internal and public. The division is also tasked with enhancing existing and creating new systems to accommodate program initiatives, as well as changes in regulations and mandates.

The recommendation creates an additional unit to expedite completion of current projects and assist with deployment of new initiatives for child welfare, senior care services, benefits services, employment services, fraud investigations, and emergency response. The new

unit will work with program staff across the agency to determine areas of improvement and develop new systems and web solutions to address those needs.

**Positions Added: 5.0 FTE**  
**Ongoing Net Cost: \$745,714**

Total Cost of \$893,512 will be offset by \$147,798 in revenue

**One-Time Savings: \$223,936**  
Salary savings reflecting time for recruitment

### ↑ Enhance CalWin Help Desk

**Recommended Action:** Add 1.0 Alternately Staffed Senior Management Analyst or Management Analyst or Associate Management Analyst B/A position in the CalWIN Application Triage and Support division (CATS).

**Service Impact:** CATS helps determine correct program eligibility and issue benefits within mandated time frames. CATS is responsible for providing administrative and supportive services, developing technical and applications solutions, setting up infrastructure, and providing subject matter expertise for all public benefits automation systems.

The CATS workload has increased by nearly 30 percent since 2014, and that has created a substantial backlog of service tickets. Health-care reform increased DEBS front-line staff but without a proportional increase in CATS staff. In addition, the implementation of new and updated State systems has significantly increased the complexities of service requests, which demand additional staff time to resolve.

The recommendation will help alleviate current backlogs and manage the increased number of service requests. The position will work on the CalWIN User Security Assessment and Modifications project, pilot the two-tiered support structure for DEBS, and perform CalWIN system audits to identify potential security breaches. These efforts will increase the quality and timeliness of CATS services.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$124,024**

Total Cost of \$169,031 will be offset by \$45,007 in revenue

**One-Time Savings: \$45,257**  
Salary savings reflecting time for recruitment

## ↑ Enhance Fraud Investigations Support

**Recommended Action:** Add 1.0 Investigator Assistant position in the Special Investigations Unit (SIU).

**Service Impact:** The Special Investigations Unit (SIU) is responsible for preserving the integrity of welfare programs by investigating, detecting, and preventing welfare fraud. SIU investigates fraud referrals from SSA eligibility workers and from community complaints received via the welfare fraud tip line.

The caseload has increased 30 percent in the past two years. Currently, an average of 270 case referrals are received monthly in comparison with the 190 monthly referrals received two years ago, resulting in a growing backlog. The current backlog of cases is around 400, the majority of them related to the Income Eligibility Verification System and community complaints area.

The recommendation will decrease the number of days to engage clients and request and validate documentation. The Investigator Assistant position will assist Fraud Investigators by preparing investigative packets, analyzing and preparing reports on the information obtained, and performing other paraprofessional support tasks.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$38,721**

Total Cost of \$119,673 will be offset by \$80,952 in revenue

**One-Time Savings: \$29,919**  
Salary savings reflecting time for recruitment

## ↑ Augment Fraud Investigations

**Recommended Action:** Add 1.0 Fraud Investigator position in the Special Investigations Unit (SIU).

**Service Impact:** The Special Investigations Unit (SIU) is responsible for preserving the integrity of welfare programs by investigating, detecting, and preventing welfare fraud. SIU investigates fraud referrals from SSA eligibility workers and from community complaints received via the welfare fraud tip line.

The caseload has increased 30 percent in the past two years. Currently, an average of 270 case referrals are received monthly in comparison with the 190 monthly referrals received two years ago, resulting in a growing

backlog. The current backlog of cases is around 400, the majority of them related to the Income Eligibility Verification System and community complaints area.

The Fraud Investigator will investigate cases related to suspected fraudulent receipt of public assistance, interview witnesses, conduct computer checks, analyze welfare data, and enable the District Attorney to act on criminal complaints when needed. The Fraud Investigator will expedite the review of complaints, investigations, hearings, and resolutions. The recommendation will reduce the number of pending cases and help the Agency avoid statute of limitations issues with backlogged cases.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$52,240**

Total Cost of \$166,450 will be offset by \$114,210 in revenue

**One-Time Savings: \$41,614**  
Salary savings reflecting time for recruitment

## ↑ Adjust Staffing in Operational Services

**Recommended Action:** Add 1.0 Administrative Assistant position and delete 0.5 Administrative Assistant position in the Department of Operational Support Services (DOSS).

**Service Impact:** Over the last two years DOSS has faced difficulty recruiting for the existing half-time Administrative Assistant. The main barrier to recruitment has been the half-time status or limited hours and benefits. By converting to a full-time position, DOSS will be able to fill the position and continue administrative support of the Science Capacity and Performance assessment initiatives. The Administrative Assistant will work on performance data collection and review information related to the Well-being Initiative, Child and Family Practice Model, and Community Partnerships.

**Position Added: 0.5 FTE**  
**Ongoing Net Cost: \$35,583**

Total Cost of \$48,248 will be offset by \$12,665 in revenue

**One-Time Savings: \$12,061**  
Salary savings reflecting time for recruitment

## ↑ Enhance Office of Contracts Management

**Recommended Action:** Add 1.0 Alternatively Staffed Senior Management Analyst or Management Analyst or Associate Management Analyst A/B position and 1.0 Management Analyst position in the Office of Contracts Management (OCM).

**Service Impact:** The recommendation will allow OCM to better monitor contract fiscal information, compliance, and service delivery. This information will allow OCM to better assess the rate of return of each contract and help management prioritize the most efficient and effective contracts.

The Senior Management Analyst will help oversee contract quality assurance, improve work flow, develop policies, and improve contract reporting.

The Management Analyst will reduce the current 1-40 staff to contracts ratio, which will allow OCM staff to improve contract performance and fiscal oversight and increase the number of site visits and interviews performed.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$208,734**

Total Cost of \$281,771 will be offset by \$73,037 in revenue

**One-Time Savings: \$70,443**  
Salary savings reflecting time for recruitment

### ↑ Enhance Staff Development in Child Welfare Practice

**Recommended Action:** Add 1.0 Social Work Training Specialist position in the Staff Development and Training unit in the Department of Operational and Planning Support.

**Service Impact:** The Staff Development and Training leadership at SSA believes successful implementation of new practices occurs when coaching is used in support and reinforcement of training. With the combination of both training and coaching, both new learning and implementation is strengthened. Coaching leads to behavior changes which leads to skill development which leads to improved outcomes for children and families. Currently the Staff Development and Training unit hires external contract coaches to provide part-time coaching services to DFCS. Providing full-time coaching support to DFCS using external contracts would cost approximately \$625,000.

The Social Work Training Specialist will bring full-time coaching in-house and provide person centered training that builds on the employee's strength to support the implementation and continued quality improvement of new practices, such as the Child and Family Practice model, Safety Organized Practice Tools (SOP), and the new State mandated Child Welfare Core 3.0 (effective 2017). Coaching support will enable DFCS to fully implement the Child and Family Practice model in a more consistent manner.

**Position Added: 1.0 FTE**  
**Ongoing Net Cost: \$105,597**

Total Cost of \$159,768 will be offset by \$54,171 in revenue

**One-Time Savings: \$39,942**  
Salary savings reflecting time for recruitment

### ↑ Supplant Measure A Funding for Safety Net Services

**Recommended Action:** Allocate ongoing funding of \$1,270,651 for safety net services previously supported by 2012 Measure A funds.

**Service Impact:** 2012 Measure A funding for a variety of safety net services is scheduled to expire June 30, 2017. The recommendation supports the continuation of nutrition, education, transportation, stabilization, health-care, and housing-related services that impact individuals and families in under-resourced neighborhoods.

**Ongoing Cost: \$1,270,651**

### ↑ Augment Leadership Training

**Recommended Action:** Allocate one-time funding of \$100,000 for leadership development and training.

**Service Impact:** The Department of Family and Children's Services (DFCS) continues to struggle with social worker retention. In 2016, approximately 65 social workers left DFCS employment. This places a burden on existing staff and contributes to decreased morale and productivity. Studies show engagement is the key to performance and retention. Organizations with above-average employee engagement have lower turnover and higher productivity. Leadership development is the first step toward improved engagement and will lead to higher levels of productivity and retention.

The recommendation would enable the staff development and training unit to acquire customized leadership training for DFCS managers facing staff and initiative implementation challenges. The goal is for acquired leadership skills to increase engagement with employees and improve morale and retention.

**One-time Net Cost: \$60,000**

Total Cost of \$100,000 will be offset by \$40,000 in revenue

### ↑ Address Issues of Race and Disparity

**Recommended Action:** Allocate one-time funding of \$15,000 to address SSA bias and disparity issues.

**Service Impact:** The recommendation will fund the Government Alliance on Race and Equity (GARE) workshop that focuses on the development of an Organizational Racial Equity Plan. The yearlong workshop will provide training on equity concepts, a racial equity tool that can be used to assess policies and practices, including budgeting decisions, and help the Agency build capacity for supporting change. The recommendation will positively impact the well-being of staff and people served.

**One-time Net Cost: \$9,000**

Total Cost of \$15,000 will be offset by \$6,000 in revenue

### ↑ Support Continuous Quality Improvement

**Recommended Action:** Allocate ongoing funding of \$50,000 to support quality improvement tools and techniques throughout the organization.

**Service Impact:** A primary Social Services Agency (SSA) goal is to build an agency-wide infrastructure to create a culture of continual learning and improvement. To this end, the agency is focused on building internal skill sets that are an integral part of continual quality improvement (CQI). This includes data literacy tools, analytic tools, improvement methodologies, and handbooks.

The recommendation will provide specialized consultants when needed to achieve CQI goals. In addition funds will also be leveraged to support unit based team (UBT) activities and Departmental improvement projects.

**Ongoing Net Cost: \$30,000**

Total Cost of \$50,000 will be offset by \$20,000 in revenue

### ↑ Create Simulation Lab

**Recommended Action:** Allocate one-time funding of \$15,000 to create a simulation lab for child welfare services.

**Service Impact:** A simulation lab will prepare and train new child welfare social workers. The simulation lab will provide social worker trainees with real-world hands-on experience. Simulation learning is being provided to social workers in other child welfare agencies across the State and is becoming a regular component of induction training statewide. Other disciplines, including law enforcement, fire services, nursing, and aviation, have used simulation learning regularly in their training. Implementing the use of simulation labs in Santa Clara County, would have a positive impact on operations by giving social workers the ability to better practice and define the skills needed to do their job, ultimately resulting in positive outcomes for children, families, and the community.

**Ongoing Net Cost: \$8,250**

Total Cost of \$15,000 will be offset by \$6,750 in revenue

### ↑ Improve Office Space Efficiency

**Recommended Action:** Allocate one-time funding of \$187,500 for office space redesign and reconfiguration across the Social Services Agency.

**Service Impact:** SSA needs additional office space to accommodate its expanding workforce. This includes the 37.5 positions recommended in the FY 17-18 Recommended Budget.

The recommendation will allow SSA to accommodate staff growth by reconfiguring and downsizing existing cubicle and office space at locations where no near-term building occupancy changes are anticipated.

**One-time Net Cost: \$121,875**

Total Cost of \$187,500 will be offset by \$65,625 in revenue

### ↑ Augment Information Services Equipment and Software

**Recommended Action:** Allocate one-time funding of \$75,000 for information services equipment and software for new positions.



**Service Impact:** Additional information services equipment and software are needed to serve SSA's expanding workforce. The recommendation funds the purchase of computers, printers, monitors, telephones, scanners, and software for the 37.5 positions recommended in the FY 17-18 Recommended Budget.

**One-time Net Cost: \$58,500**

Total Cost of \$75,000 will be offset by \$16,500 in revenue

## ↑ Enhance Human Resources

**Recommended Action:** Allocate ongoing funding of \$415,982 and one-time funding of \$7,500 for reimbursement of Employee Services Agency staff, equipment, and recruitment services.

**Service Impact:** This recommendation is part of the Employee Services Agency (BU 130) recommendation adding 1.0 Human Resource Analyst, 1.0 Human Resources Support Supervisor, and 1.0 Office Specialist III dedicated to SSA staff recruitment. The reimbursement to ESA for the three positions and cost for professional development and advertisement services are budgeted in SSA (BU 502). The one-time recommendation is also budgeted in SSA (BU 502) to fund computer equipment for the new positions added under ESA.

**Ongoing Net Cost: \$235,647**

Total cost of \$352,982 will be offset by \$117,335 in revenue

**One-Time Net Cost: \$7,500**

## ↑ Restructure the County's Collections Department

**Recommended Action:** Delete 19.0 FTE from the SSA Debt Management and Collections unit.

### Summary of Position Changes

Class	Description	FTE
D96	Accountant Assistant	(1.0)
E87	Senior Account Clerk	(4.0)
D97	Account Clerk II	(1.0)
V34	Senior Revenue Collections Officer	(2.0)
V35	Revenue Collections Officer	(8.0)
V32	Supervising Revenue Collections Officer	(1.0)
A6A	Senior Financial Analyst	(1.0)
E50	Eligibility Examiner	(1.0)
<b>Total</b>		<b>(19.0)</b>

**Service Impact:** The recommendation deletes SSA's Debt and Welfare Collections unit and adds it to the Department of Tax and Collections. This action improves fiscal and collections oversight by consolidating administrative functions and maximizing information systems support under the Department of Tax and Collections.

**Positions Deleted: 19.0 FTE**

**Ongoing Net Savings: \$951,526**

Total savings of \$2,246,653 will be offset by the loss of \$1,295,127 in revenue

### Summary of Revenue Outside AO

The following table is for reconciliation purposes. The recommended actions and costs are here in the AO (BU 502) but the supporting revenues are in DFCS (503), DEBS (504), and DAAS (505).

	DFCS Revenue	DEBS Revenue	DAAS Revenue
Augment Security at the RAIC	-	\$41,666	\$14,638
Augment Information Services Staff	-	\$147,798	-
Enhance CalWIN Help Desk	-	\$45,007	-
Enhance Fraud Investigations Support	-	\$80,952	-
Augment Fraud Investigations	-	\$114,210	-
Add/Delete for Operational Services	-	\$9,371	\$3,294
Enhance OCM	-	\$54,047	\$18,990
Enhance Staff Development	\$54,171	-	-
Augment Leadership Training	\$6,000	\$34,000	-
Address Issues of Race and Disparity	\$900	\$5,100	-
Support Continuous Quality Improvement	\$3,000	\$17,000	-
Create Simulation Lab	\$6,750	-	-
Improve Office Space Efficiency	-	\$65,625	-
Augment IS Equipment and Software	-	\$16,500	-

### Social Services Agency— Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050201	Agency Office Admin Fund 0001	\$ 121,598,095	\$ 145,889,890	\$ 146,098,969	\$ 147,323,296	\$ 1,433,406	1.0%
050202	Information Systems Fund 0001	38,643,449	42,957,119	43,450,060	45,006,101	2,048,982	4.8%
050203	Agency Staff Dev & Training Fund 0001	6,882,129	8,048,548	8,098,518	8,381,653	333,105	4.1%
050205	Community Program & Grant Fund 0001	7,476,367	6,445,880	7,061,818	7,012,893	567,013	8.8%
050206	Local Programs for Adults Youth&Family Fund 0001	7,929,066	7,259,723	3,685,674	4,956,325	(2,303,398)	-31.7%
<b>Total Net Expenditures</b>		<b>\$ 182,529,106</b>	<b>\$ 210,601,160</b>	<b>\$ 208,395,039</b>	<b>\$ 212,680,268</b>	<b>\$ 2,079,108</b>	<b>1.0%</b>

### Social Services Agency— Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050201	Agency Office Admin Fund 0001	\$ 121,611,156	\$ 145,889,890	\$ 146,098,969	\$ 147,323,296	\$ 1,433,406	1.0%
050202	Information Systems Fund 0001	38,643,449	43,293,867	43,450,060	45,006,101	1,712,234	4.0%
050203	Agency Staff Dev & Training Fund 0001	6,882,129	8,048,548	8,098,518	8,381,653	333,105	4.1%
050205	Community Program & Grant Fund 0001	7,617,206	6,526,592	7,243,695	7,194,770	668,178	10.2%
050206	Local Programs for Adults Youth&Family Fund 0001	7,929,066	7,259,723	3,685,674	4,956,325	(2,303,398)	-31.7%
<b>Total Gross Expenditures</b>		<b>\$ 182,683,007</b>	<b>\$ 211,018,620</b>	<b>\$ 208,576,916</b>	<b>\$ 212,862,145</b>	<b>\$ 1,843,525</b>	<b>0.9%</b>

### Social Services Agency— Budget Unit 502 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 50,265,175	\$ 57,455,224	\$ 58,152,623	\$ 57,332,912	\$ (122,312)	-0.2%
Services And Supplies	132,408,860	153,563,396	150,424,293	155,529,233	1,965,837	1.3%
Fixed Assets	8,972	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 182,683,007</b>	<b>\$ 211,018,620</b>	<b>\$ 208,576,916</b>	<b>\$ 212,862,145</b>	<b>\$ 1,843,525</b>	<b>0.9%</b>
Expenditure Transfers	(153,900)	(417,460)	(181,877)	(181,877)	235,583	-56.4%
<b>Total Net Expenditures</b>	<b>\$ 182,529,106</b>	<b>\$ 210,601,160</b>	<b>\$ 208,395,039</b>	<b>\$ 212,680,268</b>	<b>\$ 2,079,108</b>	<b>1.0%</b>



### Social Services Agency— Budget Unit 502 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050201	Agency Office Admin Fund 0001	\$ 70,747,702	\$ 96,194,197	\$ 94,795,102	\$ 94,795,102	(1,399,095)	-1.5%
050202	Information Systems Fund 0001	12,428,596	13,218,987	13,728,963	13,728,963	509,976	3.9%
050205	Community Program & Grant Fund 0001	4,698,439	3,746,129	4,164,495	4,164,495	418,366	11.2%
<b>Total Revenues</b>		<b>\$ 87,874,737</b>	<b>\$ 113,159,313</b>	<b>\$ 112,688,560</b>	<b>\$ 112,688,560</b>	<b>(470,753)</b>	<b>-0.4%</b>

### Social Services Agency— Budget Unit 502 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 41,543,621	\$ 58,186,777	\$ 58,394,896	\$ 58,394,896	208,119	0.4%
Aid From Government Agencies - Federal	44,942,264	54,453,032	53,774,160	53,774,160	(678,872)	-1.2%
Charges For Services	1,756	—	—	—	—	—
Other Financing Sources	1,387,096	519,504	519,504	519,504	—	—
<b>Total Revenues</b>	<b>\$ 87,874,737</b>	<b>\$ 113,159,313</b>	<b>\$ 112,688,560</b>	<b>\$ 112,688,560</b>	<b>(470,753)</b>	<b>-0.4%</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 2017 Approved Budget	228.0	\$ 145,889,890	\$ 96,194,197
Board Approved Adjustments During FY 2017	-3.0	(2,245,251)	(3,139,155)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	571,401	—
IntraCounty Adjustments	—	4,939,614	—
Other Adjustments	—	(3,056,685)	1,740,060
<b>Subtotal (Current Level Budget)</b>	<b>224.0</b>	<b>\$ 146,098,969</b>	<b>\$ 94,795,102</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,596,592	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(56,463)	—
SCC.1 Collections Reorg Delete 19 in SSA Add 19 in FA	-19.0	(2,246,653)	—
130.8 Enhance Resources in HR To Support SSA	—	70,500	—
501.36.2 Add/Delete for Operational Services	1.0	84,431	—



### Agency Office Admin Fund 0001 — Cost Center 050201 Major Changes to the Budget

	Positions	Appropriations	Revenues
501.17.2 Augment Security at RAIC add 3 PSO	2.0	162,502	—
501.18.2 Improve Office Space Efficiency	—	187,500	—
501.42.2 Enhance Office of Contracts Mgmt 1Sr.MA & 1MA	2.0	211,328	—
501.30.2 Enhance Fraud Unit Add 1 Investigator Assistant	1.0	89,754	—
501.31.2 Enhance Fraud Unit Add 1 Fraud Investigator	1.0	124,836	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-12.0</b>	<b>\$ 1,224,327</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>212.0</b>	<b>\$ 147,323,296</b>	<b>\$ 94,795,102</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 2017 Approved Budget	116.0	\$ 42,957,119	\$ 13,218,987
Board Approved Adjustments During FY 2017	—	2,208,023	2,181,818
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	790,465	—
IntraCounty Adjustments	—	(462,249)	—
Other Adjustments	—	(2,043,298)	(1,671,842)
<b>Subtotal (Current Level Budget)</b>	<b>117.0</b>	<b>\$ 43,450,060</b>	<b>\$ 13,728,963</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 724,697	\$ —
Decision Packages			
501.19.2 Augment Info Serv Equipment and Software	—	75,000	—
501.20.2 Add Info Services Staff to Support Prgm Initiatives	5.0	669,576	—
Reduce PERS by \$7M due to prepayment of UAL	—	(40,006)	—
501.29.2 Enhance CalWIN Hels Desk add 2 Sr.MAs	1.0	126,774	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>6.0</b>	<b>\$ 1,556,041</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>123.0</b>	<b>\$ 45,006,101</b>	<b>\$ 13,728,963</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 2017 Approved Budget	56.0	\$ 8,048,548	\$ —
Board Approved Adjustments During FY 2017	—	(12,493)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	118,096	—
IntraCounty Adjustments	—	(87)	—
Other Adjustments	—	(55,546)	—
<b>Subtotal (Current Level Budget)</b>	<b>56.0</b>	<b>\$ 8,098,518</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(16,691)	—
501.22.2 Enhance Staff Dev in Child Welfare Practice 2SWTS	1.0	119,826	—
501.24.2 Augment Budget for Leadership Training	—	100,000	—
501.25.2 Address Issues of Race and Disparity	—	15,000	—
501.26.2 Augment Budget for Continuous Quality Improvement	—	50,000	—
501.28.2 Create Simulation Lab	—	15,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 283,135</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>57.0</b>	<b>\$ 8,381,653</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 2017 Approved Budget	6.0	\$ 6,445,880	\$ 3,746,129
Board Approved Adjustments During FY 2017	-0.5	761,265	418,366
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(148,041)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	2,714	—
<b>Subtotal (Current Level Budget)</b>	<b>4.5</b>	<b>\$ 7,061,818</b>	<b>\$ 4,164,495</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
501.36.2 Add/Delete for Operational Services	-0.5	(48,244)	—



**Community Program & Grant Fund 0001 — Cost Center 050205**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(681)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-0.5</b>	<b>\$ (48,925)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 7,012,893</b>	<b>\$ 4,164,495</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 2017 Approved Budget	—	\$ 7,259,723	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(3,574,049)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 3,685,674</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
501.43.2 Renew Expiring Measure A and General Fund Contracts	—	1,270,651	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,270,651</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 4,956,325</b>	<b>\$ —</b>

**1991 Realignment— Budget Unit 506**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5501	1991 Realignment -Admin Progs - Fund 0001	\$ 27,345,756	\$ 39,180,620	\$ 39,180,620	\$ 39,180,620	—	—
5511	1991 Realignment-Assistance - Fund 0001	12,043,997	6,471,833	6,471,833	6,471,833	—	—
5516	1991 Realignment -IHSS - Fund 0001	46,735,349	36,751,704	47,335,501	47,335,501	10,583,797	28.8%
<b>Total Revenues</b>		<b>\$ 86,125,102</b>	<b>\$ 82,404,157</b>	<b>\$ 92,987,954</b>	<b>\$ 92,987,954</b>	<b>10,583,797</b>	<b>12.8%</b>



### 1991 Realignment— Budget Unit 506 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 86,125,102	\$ 82,404,157	\$ 92,987,954	\$ 92,987,954	\$ 10,583,797	12.8%
<b>Total Revenues</b>	<b>\$ 86,125,102</b>	<b>\$ 82,404,157</b>	<b>\$ 92,987,954</b>	<b>\$ 92,987,954</b>	<b>\$ 10,583,797</b>	<b>12.8%</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 2017 Approved Budget		— \$	— \$ 39,180,620
Board Approved Adjustments During FY 2017		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>— \$ 39,180,620</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>— \$</b>	<b>— \$</b>
<b>Recommended Budget</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 2017 Approved Budget		— \$	— \$ 6,471,833
Board Approved Adjustments During FY 2017		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
<b>Subtotal (Current Level Budget)</b>		<b>— \$</b>	<b>— \$ 6,471,833</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		— \$	— \$



**1991 Realignment-Assistance - Fund 0001 — Cost Center 5511**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ —	\$ 6,471,833

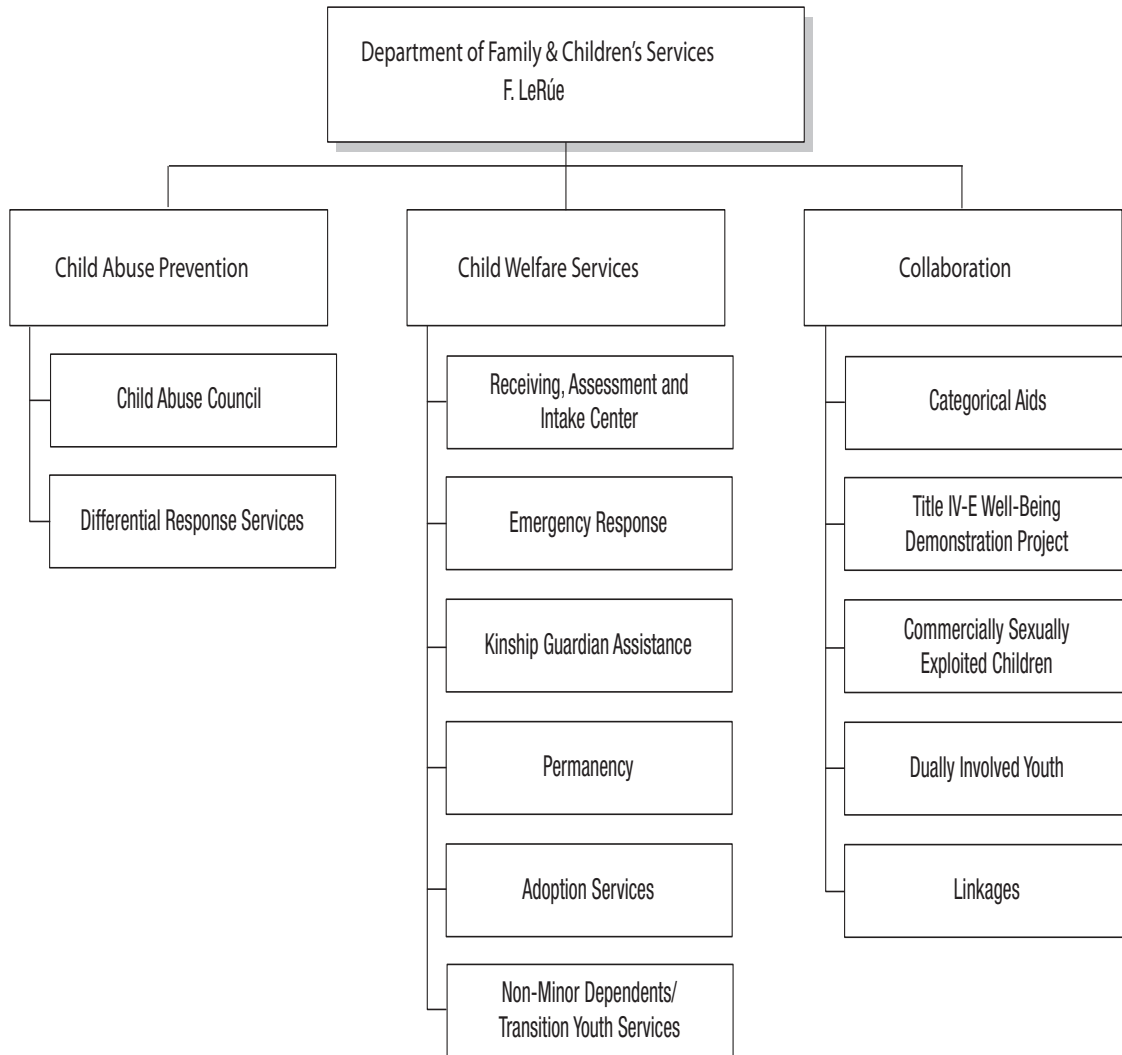
**1991 Realignment -IHSS - Fund 0001 — Cost Center 5516**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ 36,751,704
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	10,583,797
<b>Subtotal (Current Level Budget)</b>	—	\$ —	\$ 47,335,501
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ —	\$ 47,335,501

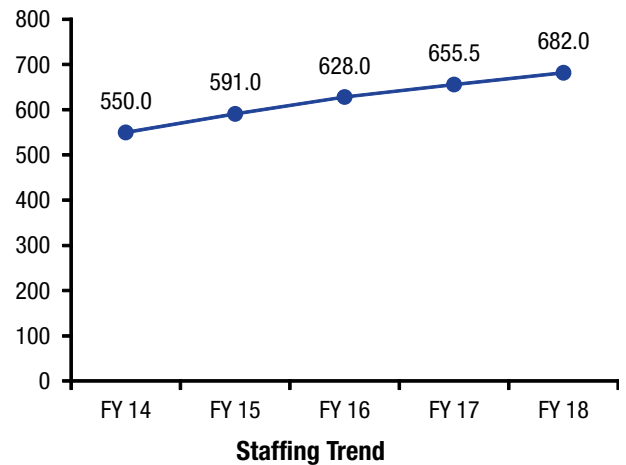
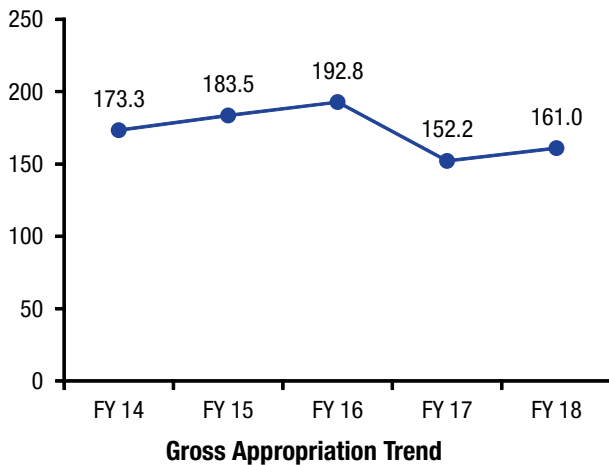




# Department of Family and Children's Services — Social Services Agency



Section 3: Children, Seniors,  
and Families





## Description of Major Services

The purpose of the Department of Family and Children's Services (DFCS) is to protect children from abuse and neglect, promote their healthy development, and provide services to families to preserve and strengthen their ability to care for their children.

DFCS is responsible for prevention, intervention, advocacy, and public education related to the protection of children and their need for consistent care and nurturing.

DFCS-mandated services include working with families and community partners to provide community-based child abuse prevention strategies and programs, including parent training and family wellness and empowerment services. Child welfare services are provided to children, youth, and families on a voluntary or court-ordered basis for both in-home and out-of-home placements. All mandates are enhanced with the use of best practices and initiatives in working toward reaching DFCS's mission.

## Child Abuse Prevention

Differential Response is an approach that allows child welfare agencies to respond to reports of suspected child abuse and neglect with levels of intervention specific to the need of each child and family. In Santa Clara County, the Differential Response program offers services ranging from community referrals without DFCS intervention to court intervention to aftercare services for children and families exiting the child welfare system. Each intervention is designed based on safety and risk factors present at the time of contact with DFCS, with the overall goals of identifying the safest, most appropriate, least restrictive, and least intrusive service intervention for each family. An equally important goal is to prevent future abuse or neglect issues from developing in families in crisis by addressing crises before escalation into serious maltreatment that would require court intervention.

## Spotlighted Child Welfare Services

### Receiving Assessment and Intake Center (RAIC)

All children removed from their caregivers because of abuse and neglect receive an initial emergency assessment to determine the most appropriate emergency placement. This placement could be with a relative, in a foster home, or in a group home. Locating the right home takes longer for some children than others, and for those children, the RAIC provides day care on-site. While at the RAIC, children can rest, eat, sleep, and have their physical health, mental health, trauma, and other needs assessed and tended to.

### Emergency Response

The Emergency Response (ER) Program is staffed by investigative social workers who respond to all referrals alleging familial child abuse or neglect as described in State law and regulation. Types of abuse investigated include physical abuse, sexual abuse, emotional abuse, general and severe neglect, and exploitation. The ER social workers interview children and other parties to assess whether children are being, or are at risk of being, abused or neglected, determine whether children should be taken into temporary custody, and refer families, if appropriate, to community agencies or internal DFCS support programs.

### Permanency

The Family and Permanency Bureau is committed to the well-being, stable placement, and permanency of all dependent children and youth. The Bureau aims to provide all children and youth entering foster care with viable options for permanency at the earliest possible point. The variety of services provided include recruitment, approval, and monitoring of resource homes; adoption home studies; placement services; and adoption finalization and post adoption services. A multitude of support services provide resources to children, youth, and families while in out-of-home care.

### Kinship Guardianship Assistance Payment Program (Kin-GAP)

This program is a permanency option for children in long-term foster care placements with relatives. Kin-GAP provides relatives unable or unwilling to adopt a child in foster care with another option for continuing to care for the child even if the child exits the welfare system, provided permanent placement in the relatives' home is in the best interest of the child. Caregivers

become legal guardians without adopting the child and continue to receive financial support for the child until the child turns 18.

### Adoption Services

DFCS provides a full range of adoption services from placing a child to final adoption. As a State-licensed adoption agency, the County Social Services Agency performs the home-finding and placement functions; investigates, examines, and writes reports for adoptions filed in Superior Court; acts as an adoption placement agency; accepts voluntary child relinquishments for adoption; performs home studies; and provides guidance in finalization of adoption and post adoption services.

### Non-minor Dependents and Transition Youth Services (ages 15 to 25)

Santa Clara County and community partners developed Transition Youth Services (TYS) to support youth (ages 15 to 25) emancipating from the child welfare or juvenile probation systems and transitioning to adulthood. TYS promotes a strong youth voice and a youth-led decision-making process to avoid gaps in support of youth and enhance effective services and programs. Additional assistance for youths transitioning from care is provided in the California Fostering Connections to Success Act, Assembly Bill 12 enacted in 2012. AB 12 provides for voluntary extended foster care for youth age 18 and older and allows them to stay in care and receive the necessary support as they transition to adulthood.

## Collaborations

### Categorical Aid Payments

Categorical Aid payments, financial assistance payments administered by various programs within the Social Services Agency, are generally defined as social service programs designed to provide assistance to individuals without means or under a predetermined income threshold. The funds that flow into these programs are restricted to the specific purposes defined by the program. The major programs 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.

#### **Title IV-E California Well-Being Demonstration Project**

In 2015, DFCS entered into the Title IV-E California Well-Being Project that allows flexibility in the use of federal funds to test innovative approaches to child welfare service delivery and financing. It 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 services for youth on probation who exhibit delinquency risk factors that put them at risk of entering foster care
- "Family Centered Practice: Safety Organized Practice 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

#### **Dually-Involved Youth (DIY)**

DFCS, Juvenile Probation Department (JPD) and Behavioral Health Departments have created the Dually-Involved Youth (DIY) unit, which focuses on the emotional and behavioral well-being of youth involved with both the child welfare and juvenile probation systems. The DIY unit assigns a social worker and probation officer to work collaboratively as a case management team for each youth assigned to the unit. This approach recognizes some children need a coordinated and consistent intervention that involves professionals from both systems to have the best possible outcomes. The DIY program produces joint service plans and stronger relationships among youth, social workers, and probation officers.

#### **Commercially Sexually Exploited Children**

DFCS is engaged in a multi-agency collaborative effort to address the abuse and neglect of commercially sexually exploited children (CSEC). DFCS, the Public Health Department, Juvenile Probation Department, Behavioral Health Services Department, Office of

Women's Policy, courts, and community representatives have developed policy and protocols for joint response and support to CSEC.

#### **Linkages Project**

The Linkages Project seeks to coordinate child welfare and public assistance programs to reduce poverty, strengthen families, prevent child maltreatment, and build stronger communities. DFCS and the Department of Employment and Benefit Services (DEBS) work together to ensure that families served by both systems are provided coordinated resources through the CalWORKs Employment Services Program. Eligible families are referred for no-fee services vital to family reunification efforts, such as counseling, transportation, housing support, and child care.



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Enhance Resource Family Approval	↑	Improves child placement services	10.0	\$808,668	(\$362,057)
Enhance South County Voluntary Services	↑	Improves voluntary emergency response services	1.0	\$170,798	(\$42,885)
Improve Student Intern Program	↑	Increases social worker recruitment and retention	1.0	\$139,565	(\$38,866)
Augment Clerical Supervision	↑	Increases staff efficiency	1.0	\$105,822	(\$28,956)
Improve Permanency Outcomes	↑	Improves permanency home planning and placement	1.0	\$153,226	(\$38,306)

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

#### ↑ Enhance Resource Family Approval

**Recommended Action:** Add 1.0 Social Work Supervisor position, 7.0 alternately staffed Social Worker III/II positions, 1.0 Data Office Specialist position, and 1.0 Client Services Technician position for the Resource Family Approval (RFA) program.

**Service Impact/Background:** The California Department of Social Services implemented a new family-friendly and child-centered caregiver approval process called the RFA program. The recommendation will build the department's capacity to identify, assess, license, and approve homes under the new guidelines and help reduce the number of youth placed in group homes.

The Social Work Supervisor and six Social Worker III/II positions will form a unit that will improve current approval time by augmenting support for RFA tasks, including caregiver comprehensive psychosocial assessments, home environment checks, and trainings. The unit will help efficiently streamline the RFA process and eliminate duplication of existing processes.

One Social Worker III/II will address the growing number of investigation referrals and help expedite the safe placement of a child.

The Data Office Specialist will provide clerical assistance to receive, review, and record RFA referrals. The position will also provide trainings on any new policy updates and open emergency RFA homes when

the Placement Tracking Team is unavailable. The position will help alleviate the increasing demands on both clerical and RFA units.

The Spanish-speaking Client Services Technician position will conduct legal and licensing research, help obtain legal documents, assist clients with forms and references, and facilitate translations. The position will help improve RFA processing time and reduce demands on other clerical and social work staff.

**Positions Added: 10.0 FTE**  
**Ongoing Net Cost: \$808,668**

Total Cost of \$1,440,905 will be offset by \$632,237 in revenue

**One-Time Savings: \$362,057**  
Salary savings reflecting time for recruitment

#### ↑ Enhance South County Voluntary Services

**Recommended Action:** Add 1.0 Social Work Supervisor position for Voluntary Services in the South County Bureau.

**Service Impact:** The South County Bureau in the City of Gilroy has experienced increased demand for voluntary emergency response services. All the current supervisors in South County are at capacity and unable to supervise additional staff, volunteers, or community workers.



The Social Work Supervisor position will oversee additional social workers, community workers, and voluntary workers in emergency response. This supervisor will provide support for parent orientation classes, parent education classes, and women's drug intervention classes. Often classes are canceled because of a shortage of volunteer supervisors. Lastly, the position would be used to support the South County Family Justice Center aimed at decreasing intimate partner violence in South County.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$170,798**

**One-Time Savings: \$42,885**  
Salary savings reflecting time for recruitment

### ↑ Improve Student Intern Program

**Recommended Action:** Add 1.0 Project Manager position for the Student Intern Program.

**Service Impact:** DFCS has struggled to fill case-carrying social worker positions in child welfare. This is a challenge that exists not only in Santa Clara County but also in jurisdictions throughout the State and country. The most reliable source of child welfare social workers is through the Social Work Intern Program, which provides internship opportunities for undergraduate and graduate level students in social work. Each academic year, approximately 30 to 45 total interns perform their internships with DFCS, and about 25 to 30 are graduate level students. Interns who become social work employees stay an average of five years, providing greater stability and consistency for the children and families the County serves. The recommendation will improve the Student Intern Program and, thus, increase social worker recruitment.

The Project Manager will work with the schools of social work at San Jose State University, California State University, East Bay; and the University of California, Berkeley, to recruit and identify additional students who

will perform their internships with DFCS. The Project Manager will also work with DFCS staff to build internal capacity and recruit field instructors for the students.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$139,565**

Total Cost of \$154,722 will be offset by \$15,157 in revenue

**One-Time Savings: \$38,866**  
Salary savings reflecting time for recruitment

### ↑ Augment Clerical Supervision

**Recommended Action:** Add 1.0 Office Management Coordinator position to manage clerical staff at the San Jose Family Resource Center (SJFRC) and the Receiving, Assessment and Intake Center (RAIC)

**Service Impact:** The San Jose Family Resource Center (SJFRC), the Gilroy child welfare office, and the Gilroy family resource center currently share one Office Management Coordinator (OMC) position. The current OMC spends a large portion of the workday communicating among three different office locations which proves to be an inefficient use of time. Although each bureau has a lead clerical position that can serve as a back-up to the OMC, immediate job duties currently fall to the Program Manager of the office, which takes the manager away from management duties. The position is also responsible for addressing facility issues because SSA's Central Services Department is located at the San Jose Julian campus.

The Office Management Coordinator will be responsible for the clerical unit supervision at the SJFRC and the San Jose Receiving and Intake Center, while the existing position will be dedicated to the Gilroy child welfare office and the Gilroy family resource center. The recommendation will improve staff efficiency and increase staff supervision on 4 campuses.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$105,822**

Total Cost of \$117,115 will be offset by \$11,293 in revenue

**One-Time Savings: \$28,956**  
Salary savings reflecting time for recruitment

### ↑ Improve Permanency Outcomes

**Recommended Action:** Add 1.0 alternately staffed Social Worker III/II position in the Placement Unit.

**Service Impact:** Permanency outcomes for children and families are three Federal outcome measures for social work with children unable to reunify with their parents. Currently, DFCS is below the desired Federal outcome measure target for all three measures.

The Social Worker will track concurrent home agreements, and perform activities that support timely permanency planning for all children in out-of-home care. As of October, 2016, 546 out of 719 children and youth in out-of-home care (76 percent) lacked an agreement offering a permanent plan of adoption or guardianship. The recommendation will help improve permanency performance by reducing the time children spend in temporary homes and expediting their placement with permanent families.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$153,226**

**One-Time Savings: \$38,306**  
Salary savings reflecting time for recruitment

### Summary of Fiscal Impacts Outside DFCS

The following table is for reconciliation purposes. The recommended actions and costs are in the AO (BU 502) but the supporting revenues are here in DFCS (503).

AO Recommendation	DFCS Revenue	Net Cost/(Savings)
Enhance Staff Development	\$54,171	(\$54,171)
Augment Leadership Training	\$6,000	(\$6,000)
Address Issues of Race and Disparity	\$900	(\$900)
Support Continuous Quality Improvement	\$3,000	(\$3,000)
Create Simulation Lab	\$6,750	(\$6,750)

### Department of Family & Children's Services— Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050301	DFCS Admin Fund 0001	\$ 11,144,457	\$ 11,617,832	\$ 12,559,548	\$ 12,651,270	\$ 1,033,438	8.9%
050302	DFCS Program Svcs Fund 0001	68,763,044	75,805,562	78,549,069	79,583,467	3,777,905	5.0%
050303	DFCS Program Support Fund 0001	8,578,474	9,622,192	9,856,317	10,072,037	449,845	4.7%
050304	Children's Receiving Center Fund 0001	3,485,827	6,146,728	5,624,354	5,617,498	(529,230)	-8.6%
050305	DFCS Staff Dev. and Training Fund 0001	2,547,026	4,521,873	5,403,365	5,392,866	870,993	19.3%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	42,681,518	44,533,746	47,681,114	47,681,114	3,147,368	7.1%
<b>Total Net Expenditures</b>		<b>\$ 137,200,346</b>	<b>\$ 152,247,934</b>	<b>\$ 159,673,768</b>	<b>\$ 160,998,253</b>	<b>\$ 8,750,319</b>	<b>5.7%</b>



### Department of Family & Children's Services— Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050301	DFCS Admin Fund 0001	\$ 11,144,457	\$ 11,617,832	\$ 12,559,548	\$ 12,651,270	\$ 1,033,438	8.9%
050302	DFCS Program Svcs Fund 0001	68,763,044	75,805,562	78,549,069	79,583,467	3,777,905	5.0%
050303	DFCS Program Support Fund 0001	8,578,474	9,622,192	9,856,317	10,072,037	449,845	4.7%
050304	Children's Receiving Center Fund 0001	3,485,827	6,146,728	5,624,354	5,617,498	(529,230)	-8.6%
050305	DFCS Staff Dev. and Training Fund 0001	2,547,026	4,521,873	5,403,365	5,392,866	870,993	19.3%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	42,681,518	44,533,746	47,681,114	47,681,114	3,147,368	7.1%
<b>Total Gross Expenditures</b>		<b>\$ 137,200,346</b>	<b>\$ 152,247,934</b>	<b>\$ 159,673,768</b>	<b>\$ 160,998,253</b>	<b>\$ 8,750,319</b>	<b>5.7%</b>

### Department of Family & Children's Services— Budget Unit 503 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 82,168,607	\$ 91,146,184	\$ 94,633,464	\$ 95,957,949	\$ 4,811,765	5.3%
Services And Supplies	55,031,739	59,708,196	63,646,750	63,646,750	3,938,554	6.6%
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
<b>Total Gross Expenditures</b>	<b>\$ 137,200,346</b>	<b>\$ 152,247,934</b>	<b>\$ 159,673,768</b>	<b>\$ 160,998,253</b>	<b>\$ 8,750,319</b>	<b>5.7%</b>
<b>Total Net Expenditures</b>	<b>\$ 137,200,346</b>	<b>\$ 152,247,934</b>	<b>\$ 159,673,768</b>	<b>\$ 160,998,253</b>	<b>\$ 8,750,319</b>	<b>5.7%</b>

### Department of Family & Children's Services— Budget Unit 503 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050302	DFCS Program Svcs Fund 0001	\$ 56,942,753	\$ 38,417,617	\$ 42,112,271	\$ 42,841,779	\$ 4,424,162	11.5%
050305	DFCS Staff Dev. and Training Fund 0001	835,318	912,600	—	—	(912,600)	-100.0%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	31,933,614	34,938,261	36,652,675	36,652,675	1,714,414	4.9%
<b>Total Revenues</b>		<b>\$ 89,711,685</b>	<b>\$ 74,268,478</b>	<b>\$ 78,764,946</b>	<b>\$ 79,494,454</b>	<b>\$ 5,225,976</b>	<b>7.0%</b>





**Department of Family & Children's Services— Budget Unit 503**  
**Revenues by Type**

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 46,874,770	\$ 32,611,336	\$ 33,851,840	\$ 34,158,226	\$ 1,546,890	4.7%
Aid From Government Agencies - Federal	42,093,610	41,572,642	44,828,606	45,251,728	3,679,086	8.8%
Other Financing Sources	727,305	59,500	59,500	59,500	—	—
Charges For Services	16,000	25,000	25,000	25,000	—	—
<b>Total Revenues</b>	<b>\$ 89,711,685</b>	<b>\$ 74,268,478</b>	<b>\$ 78,764,946</b>	<b>\$ 79,494,454</b>	<b>\$ 5,225,976</b>	<b>7.0%</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 2017 Approved Budget	75.0	\$ 11,617,832	\$ —
Board Approved Adjustments During FY 2017	2.0	381,119	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	556,087	—
IntraCounty Adjustments	—	28,465	—
Other Adjustments	—	(23,955)	—
<b>Subtotal (Current Level Budget)</b>	<b>80.0</b>	<b>\$ 12,559,548</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(24,134)	—
501.06.3 Improve Student Intern Program Add 1 Project Mgr	1.0	115,856	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 91,722</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>81.0</b>	<b>\$ 12,651,270</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 2017 Approved Budget	426.5	\$ 75,805,562	\$ 38,417,617
Board Approved Adjustments During FY 2017	8.5	2,615,799	3,776,789
Cost to Maintain Current Program Services			



**DFCS Program Svcs Fund 0001 — Cost Center 050302**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	-8.0	(219,812)	—
IntraCounty Adjustments	—	23,051	—
Other Adjustments	—	324,469	(82,135)
<b>Subtotal (Current Level Budget)</b>	<b>427.0</b>	<b>\$ 78,549,069</b>	<b>\$ 42,112,271</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
501.03.3 Enhance Resource Fam Approval Add 10 Positions	8.0	931,061	632,237
501.04.3 Enhance South County Voluntary Svcs Add 1 SW Sup	1.0	127,913	—
501.06.3 Improve Student Intern Program Add 1 Project Mgr	—	—	15,157
501.07.3 Enhance Clerical Supervision Add 1 Office Manager	—	—	11,293
501.08.3 Improve Permanency Outcomes	1.0	114,920	—
501.22.2 Enhance Staff Dev in Child Welfare Practice 2SWTS	—	—	54,171
501.24.2 Augment Budget for Leadership Training	—	—	6,000
501.25.2 Address Issues of Race and Disparity	—	—	900
501.26.2 Augment Budget for Continuous Quality Improvement	—	—	3,000
501.28.2 Create Simulation Lab	—	—	6,750
Reduce PERS by \$7M due to prepayment of UAL	—	(139,496)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>10.0</b>	<b>\$ 1,034,398</b>	<b>\$ 729,508</b>
<b>Recommended Budget</b>	<b>437.0</b>	<b>\$ 79,583,467</b>	<b>\$ 42,841,779</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 2017 Approved Budget	101.0	\$ 9,622,192	\$ —
Board Approved Adjustments During FY 2017	1.0	100,899	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	226,406	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(93,180)	—
<b>Subtotal (Current Level Budget)</b>	<b>102.0</b>	<b>\$ 9,856,317</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



**DFCS Program Support Fund 0001 — Cost Center 050303**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
501.03.3 Enhance Resource Fam Approval Add 10 Positions	2.0	147,787	—
501.07.3 Enhance Clerical Supervision Add 1 Office Manager	1.0	88,159	—
Reduce PERS by \$7M due to prepayment of UAL	—	(20,226)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 215,720</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>105.0</b>	<b>\$ 10,072,037</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 2017 Approved Budget	26.0	\$ 6,146,728	\$ —
Board Approved Adjustments During FY 2017	—	(523,408)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	116,276	—
IntraCounty Adjustments	—	34,915	—
Other Adjustments	—	(150,157)	—
<b>Subtotal (Current Level Budget)</b>	<b>26.0</b>	<b>\$ 5,624,354</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(6,856)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (6,856)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>26.0</b>	<b>\$ 5,617,498</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 2017 Approved Budget	27.0	\$ 4,521,873	\$ 912,600
Board Approved Adjustments During FY 2017	—	—	(912,600)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	6.0	829,591	—
IntraCounty Adjustments	—	—	—



**DFCS Staff Dev. and Training Fund 0001 — Cost Center 050305**  
**Major Changes to the Budget**

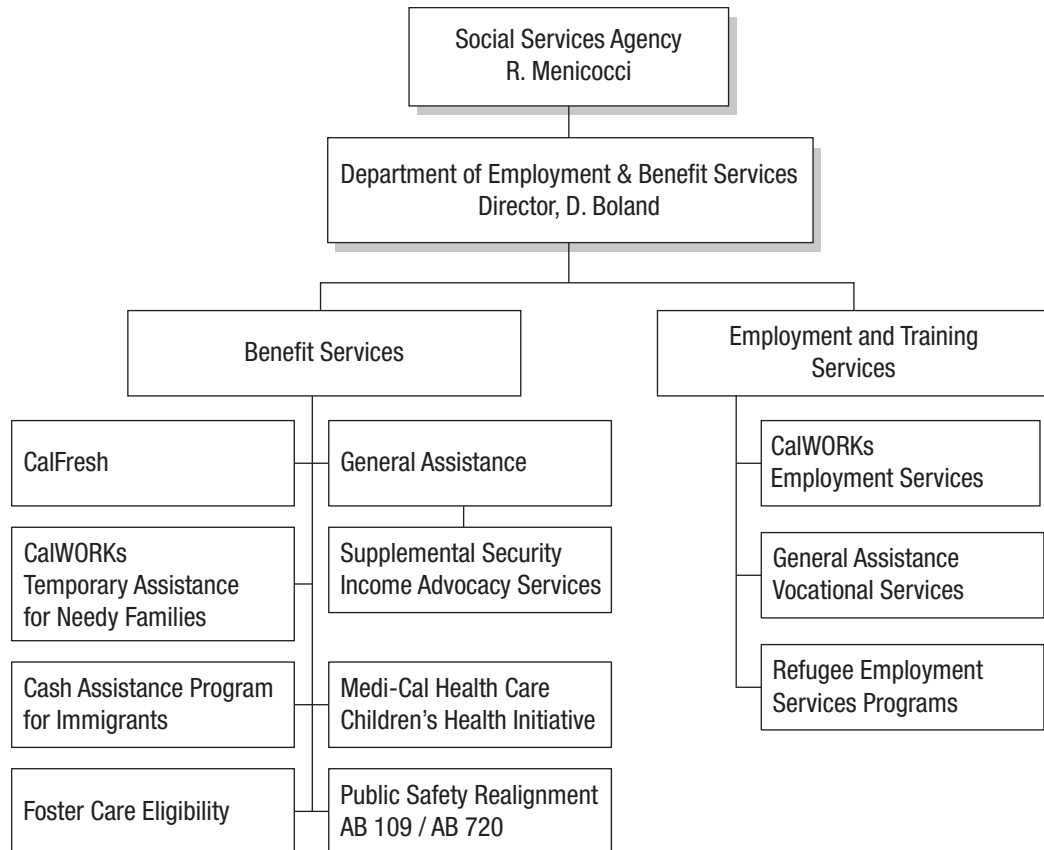
	Positions	Appropriations	Revenues
Other Adjustments	—	51,901	—
<b>Subtotal (Current Level Budget)</b>	<b>33.0</b>	<b>\$ 5,403,365</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(10,499)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (10,499)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>33.0</b>	<b>\$ 5,392,866</b>	<b>\$ —</b>

**DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 050306**  
**Major Changes to the Budget**

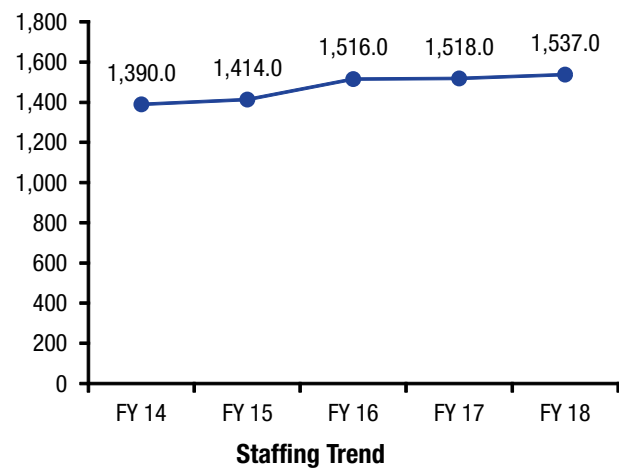
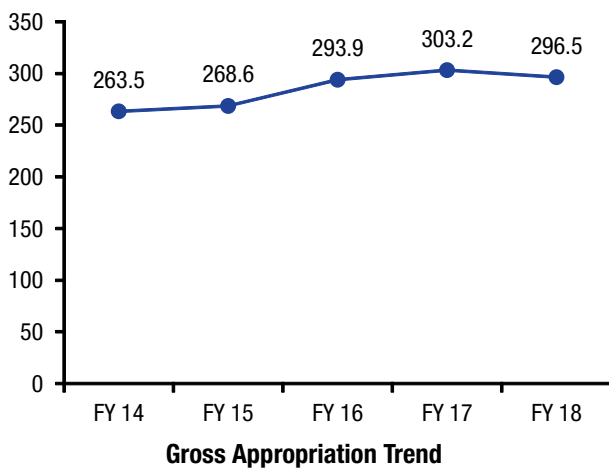
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 44,533,746	\$ 34,938,261
Board Approved Adjustments During FY 2017	—	3,104,063	1,714,414
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	43,305	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 47,681,114</b>	<b>\$ 36,652,675</b>
<b>Recommended Changes for FY 2018</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>\$ 47,681,114</b>	<b>\$ 36,652,675</b>



# Department of Employment and Benefit Services — Social Services Agency



Section 3: Children, Seniors,  
and Families





## Description of Major Services

The Department of Employment and 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 goal of DEBS is to provide a pathway to employment and assist families and individuals through the transition from welfare to self-sufficiency.

DEBS is focused on creating a customer-service delivery model that offers more self-service options, simplifies the process of obtaining and retaining benefits, allows clients to apply for benefits in the manner 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 for the basic needs of eligible families and individuals and include cash assistance, CalFresh (formerly called Food Stamps), and Medi-Cal. During the past year, the number of individuals receiving Medi-Cal and the Cash Assistance Program for Immigrants (CAPI) has increased, while the number of clients receiving other benefits has decreased at varying rates.

### CalFresh

The Federal Supplemental Nutrition Assistance Program, called CalFresh in California, provides food support to low-income households. During the first six months of FY 16-17, Santa Clara County averaged 52,425 CalFresh cases, a slight decrease of 6.2 percent from the same period in FY 15-16.

DEBS partners with Second Harvest Food Bank (SHFB) to reach out to Santa Clara County residents and promote both the CalFresh program and the Restaurant Meals Program to elderly, homeless, and disabled CalFresh recipients. SHFB has worked closely with DEBS on stationing DEBS staff at various Emergency Assistance Network (EAN) locations, providing immediate application and benefit assistance to clients on-site, and other efforts. In the coming year, DEBS will complete a comprehensive geo-mapping of the county and plans to distribute new informational materials to individuals on Medi-Cal and appear to also be eligible for CalFresh.

### CalWORKs

In California, the CalWORKs program administers the federally funded Temporary Assistance for Needy Families (TANF) program. CalWORKs provides temporary cash assistance and employment and other services to families with children. In the first six months



of FY 16-17, the County averaged 7,794 CalWORKs cases (these cases generally receive cash assistance, Medi-Cal and CalFresh benefits), a 15.4 percent decrease compared with the same period last year. In the coming year, workgroups are being created to encourage clients to quickly and fully use the program's resources within the limited time of eligibility.

#### **Cash Assistance Program for Immigrants (CAPI)**

CAPI, fully funded by the State, 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 16-17, the average number of CAPI cases was 952, an increase of 9.3 percent compared with the same time period last year.

#### **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 because of a judicial order or a voluntary placement agreement. The program is also responsible for coordinating foster care provider payments. In the first six months of FY 16-17, the Foster Care Cash Aid Eligibility program averaged 1,017 recipients.

#### **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 percent funded by the County general fund 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 16-17, the average number of GA cases was 3,882, a decrease of 14 percent compared with the same time period in FY15-16.

#### **Supplemental Security Income Advocacy Services (SSI)**

The GA SSI (supplemental security income) Advocacy Services Unit performs a nonmandated service for GA clients potentially eligible for Federal social security benefits by assisting them through the Supplemental Security Income (SSI) application process. By helping GA clients collect SSI benefits, Santa Clara County can reduce spending on GA and, through the collection of

retroactive Federal benefits, recoup General Fund monies for benefits already provided. The SSI Advocacy collaboration between the Social Services Agency, GA SSI Advocacy, and the Santa Clara Valley Health and Hospital System (SCVHHS) remains strong. SSI advocates in field offices continue to connect SCVHHS clients to benefits through the Valley Homeless Health Program and the Community Wellness and Benefits Center, as well as to support Destination Home clients at one-stop homeless centers like HomeFirst and the Georgia Travis Center.

In FY 16-17, the SSI Advocacy Unit continued 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 the Foster Care Bureau, a SSI Advocacy coordinator submits SSI applications for all foster care children determined to likely be eligible for benefits.

#### **Medi-Cal Program**

The Medi-Cal Program provides health-care coverage to eligible low-income families and individuals. The income and property limits vary by family size and category of Medi-Cal benefit. Individuals who need medical assistance may go to one of the Social Services offices and apply for Medi-Cal or can apply by mail or online through My Benefits CalWIN. In the first six months of FY 16-17, the average monthly number of individuals receiving Medi-Cal was 411,648 an increase of 16.4 percent over the same period in FY 15-16. Undocumented children are eligible for Medi-Cal under a new state-funded program. Through this program 5,274 children received full-scope medical services in FY 15-16.

#### **Public Safety Realignment (AB 109) and Inmates Health Care Enrollment (AB 720)**

The Public Safety Realignment Act, Assembly Bill 109 enacted in 2011, shifts the responsibility of supervising specified lower-level offenders from the State to the counties. DEBS partners with the Department of Correction, Probation Department, mental health services, and other county stakeholders, g, to implement the act, ensuring appropriate benefit services are provided to this population. Eligibility staffs are 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 electronic benefit transfer (EBT) cards and expediting the issuance of benefits.

Assembly Bill 720, under consideration in the State Legislature, encourages counties to enroll county jail inmates into medical programs before their release from custody. The Social Services Agency and Health and Hospital System partner with the Sheriff's Office to assist inmates awaiting residential treatment beds or mental health services. From January to December 2016, a total of 2,375 Medi-Cal applications were submitted. The active caseload as of December 2016 is 3,521.

### **Employment and Training Services**

Employment and Training programs facilitate the transition of current and former cash assistance recipients and working low-income families into self-sufficiency and stability within the program's 48-month time limits.

#### **CalWORKs**

CalWORKs is a public assistance program that provides cash aid and services to eligible families that have a child or children in the home. During the first six months of FY 16-17, CalWORKs Employment Services saw an average monthly caseload of approximately 3,809. CalWORKs Employment Services maintained a work participation rate of 64 percent for the 12-month period ending July 2016, one of the highest rates in the State.

The Expanded Subsidized Employment Program includes three options for CalWORKs job seekers: subsidized employment (full-time), paid work experience (part-time) and CalWORKs work study (part-time while enrolled at a community college). A total of 149 clients were employed through these three programs within the first six months of FY 16-17. In the spring of 2017, DEBS will begin to offer subsidized employment services to families who have timed out of the CalWORKs program.

Employing a whole family approach to combat generational poverty, CalWORKs teens were offered summer jobs through a program called TeenWORKs. Over 200 teens were placed in positions throughout the County for a five-week work placement. In the coming year, a year-round program will offer youth

employment assistance and job search readiness workshops, along with a larger, more robust summer program for 400 youth.

#### **GA Vocational Services**

The Vocational Services program provides employment-related services, referring General Assistant applicants and recipients to training or work experience programs that enhance their employability. The Employment Readiness Program focuses on employment counseling, structured job search, interviewing techniques, and job retention strategies. The program leverages the CalFresh Employment and Training funds received from the State and served an average of 1,700 clients per month for the first six months of FY16-17, placing an average of 138 clients into employment each month.

#### **Refugee Cash Assistance and Refugee Employment Services Programs**

The Refugee Cash Assistance 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.

Employment Social Services are provided by the refugee service providers. The services are funded through an annual Federal allocation and are used to provide employment-related services, such as employability assessments, on-the-job training, English language training, and vocational training. In FY 16-17, enrollment was at 207, with 129 refugees obtaining employment at an average hourly wage of \$14.33.





## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Enhance Overpayments Oversight	↑	Improves timeliness and reduces backlogs	5.0	\$269,499	(\$174,875)
Enhance General Assistance Vocational Services	↑	Increases General Assistance Services	2.0	\$273,782	(\$68,446)
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Enhance Overpayments Oversight

**Recommended Action:** Add 4.0 Eligibility Examiner positions and 1.0 Social Services Program Control Supervisor position in the Income and Eligibility Verification Systems Unit (IEVS).

**Service Impact:** The IEVS unit's primary function is to calculate and find CalWORKs overpayments and CalFresh over-issuances using electronic income verification and information received from the statewide integrated fraud detection and earnings clearance system. Currently, the unit has a substantial backlog (12,899 cases) and is unable to process new cases coming into the Unit each quarter.

The recommendation will allow IEVS to reduce the current backlog and reduce the turnaround time to report over issuance cases. A shorter turnaround time means a smaller repayment amount for affected clients and a higher likelihood of repayment. The recommendation will also increase county staff efficiency. Larger repayment amounts (over \$5,000) require additional staff review because they must be referred to the Special Investigations unit, and routinely result in appeals hearings.

**Positions Added: 5.0 FTE**  
**Ongoing Net Cost: \$269,499**

Total Cost of \$699,499 will be offset by \$430,000 in revenue

**One-Time Savings: \$174,875**  
 Salary savings reflecting time for recruitment

#### ↑ Enhance General Assistance Vocational Services

**Recommended Action:** Add 2.0 Employment Counselor positions in the Vocational Services Unit.

**Service Impact:** The County General Assistance program supports poor and indigent people who are both employable or unemployable when not supported or relieved by their relatives, their own means, or other government programs. The GA Vocational Services Unit processes an average of 1,720 General Assistance recipients monthly for workfare and employment readiness activities. This equates to a caseload of over 380 indigent individuals per existing employment counselor.

The additional positions will increase service capacity by 50 percent, allowing the unit to increase both employment readiness activities and direct job placement assistance. Reducing processing time will reduce client time on GA aid and move clients to self-sufficiency more quickly.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$273,782**

**One-Time Savings: \$68,446**  
 Salary savings reflecting time for recruitment

## Summary of Fiscal Impacts Outside DEBS

The following table is for reconciliation purposes. The recommended actions and costs are in the AO (BU 502) but the supporting revenues are here in DEBS (504).

AO Recommendation	DEBS Revenue	Net Cost/(Savings)
Augment Security at the RAIC	\$41,666	(\$41,666)
Augment Information Services Staff	\$147,798	(\$147,798)
Enhance CalWIN Help Desk	\$45,007	(\$45,007)
Enhance Fraud Investigations Support	\$80,952	(\$80,952)
Augment Fraud Investigations	\$114,210	(\$114,210)
Add/Delete for Operational Services	\$9,371	\$9,371
Enhance OCM	\$54,047	\$54,047
Augment Leadership Training	\$34,000	\$34,000
Address Issues of Race and Disparity	\$5,100	\$5,100
Support Continuous Quality Improvement	\$17,000	\$17,000
Improve Office Space Efficiency	\$65,625	\$65,625
Augment IS Equipment and Software	\$16,500	\$16,500

## Department of Employment & Benefit Svc— Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050401	DEBS Admin Fund 00001	\$ 17,017,182	\$ 16,407,806	\$ 17,611,513	\$ 17,577,185	\$ 1,169,379	7.1%
050402	DEBS Program Svcs Fund 0001	146,718,536	157,886,441	163,742,606	164,181,330	6,294,889	4.0%
050403	DEBS Program Support Fund 0001	21,063,969	21,753,971	21,966,451	21,918,535	164,564	0.8%
050404	DEBS Trainees Fund 0001	5,394,010	9,144,915	5,849,462	5,837,296	(3,307,619)	-36.2%
050405	DEBS Benefit Payments Fund 0001	68,039,839	97,814,306	86,842,339	86,842,339	(10,971,967)	-11.2%
<b>Total Net Expenditures</b>		<b>\$ 258,233,535</b>	<b>\$ 303,007,440</b>	<b>\$ 296,012,372</b>	<b>\$ 296,356,686</b>	<b>\$ (6,650,754)</b>	<b>-2.2%</b>



**Department of Employment & Benefit Svc— Budget Unit 504**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050401	DEBS Admin Fund 00001	\$ 17,017,182	\$ 16,407,806	\$ 17,611,513	\$ 17,577,185	\$ 1,169,379	7.1%
050402	DEBS Program Svcs Fund 0001	146,752,971	157,886,441	163,742,606	164,181,330	6,294,889	4.0%
050403	DEBS Program Support Fund 0001	21,063,969	21,898,880	22,111,360	22,063,444	164,564	0.8%
050404	DEBS Trainees Fund 0001	5,394,010	9,144,915	5,849,462	5,837,296	(3,307,619)	-36.2%
050405	DEBS Benefit Payments Fund 0001	68,039,839	97,814,306	86,842,339	86,842,339	(10,971,967)	-11.2%
<b>Total Gross Expenditures</b>		<b>\$ 258,267,971</b>	<b>\$ 303,152,349</b>	<b>\$ 296,157,281</b>	<b>\$ 296,501,595</b>	<b>\$ (6,650,754)</b>	<b>-2.2%</b>

**Department of Employment & Benefit Svc— Budget Unit 504**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 166,123,140	\$ 178,936,012	\$ 182,905,898	\$ 183,250,212	\$ 4,314,200	2.4%
Services And Supplies	92,144,830	124,216,337	113,251,383	113,251,383	(10,964,954)	-8.8%
<b>Total Gross Expenditures</b>	<b>\$ 258,267,971</b>	<b>\$ 303,152,349</b>	<b>\$ 296,157,281</b>	<b>\$ 296,501,595</b>	<b>\$ (6,650,754)</b>	<b>-2.2%</b>
Expenditure Transfers	(34,435)	(144,909)	(144,909)	(144,909)	—	—
<b>Total Net Expenditures</b>	<b>\$ 258,233,535</b>	<b>\$ 303,007,440</b>	<b>\$ 296,012,372</b>	<b>\$ 296,356,686</b>	<b>\$ (6,650,754)</b>	<b>-2.2%</b>

**Department of Employment & Benefit Svc— Budget Unit 504**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050401	DEBS Admin Fund 00001	\$ 664,633	\$ 931,068	\$ 931,068	\$ 931,068	—	—
050402	DEBS Program Svcs Fund 0001	235,220,784	250,736,158	252,536,807	252,389,783	1,653,625	0.7%
050403	DEBS Program Support Fund 0001	1,602,795	1,597,000	2,482,268	2,482,268	885,268	55.4%
050405	DEBS Benefit Payments Fund 0001	57,921,084	86,784,120	75,948,924	75,948,924	(10,835,196)	-12.5%
<b>Total Revenues</b>		<b>\$ 295,409,296</b>	<b>\$ 340,048,346</b>	<b>\$ 331,899,067</b>	<b>\$ 331,752,043</b>	<b>\$ (8,296,303)</b>	<b>-2.4%</b>



## Department of Employment & Benefit Svc— Budget Unit 504

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 2,157,591	\$ 3,240,881	\$ 2,040,881	\$ 2,040,881	\$ (1,200,000)	-37.0%
Aid From Government Agencies - State	137,652,897	146,641,675	150,026,144	150,035,384	3,393,709	2.3%
Aid From Government Agencies - Federal	155,598,808	190,165,790	179,832,042	179,675,778	(10,490,012)	-5.5%
<b>Total Revenues</b>	<b>\$ 295,409,296</b>	<b>\$ 340,048,346</b>	<b>\$ 331,899,067</b>	<b>\$ 331,752,043</b>	<b>\$ (8,296,303)</b>	<b>-2.4%</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 2017 Approved Budget	113.0	\$ 16,407,806	\$ 931,068
Board Approved Adjustments During FY 2017	10.0	546,014	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	833,489	—
IntraCounty Adjustments	—	26,579	—
Other Adjustments	—	(202,375)	—
<b>Subtotal (Current Level Budget)</b>	<b>126.0</b>	<b>\$ 17,611,513</b>	<b>\$ 931,068</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(34,328)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (34,328)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>126.0</b>	<b>\$ 17,577,185</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 2017 Approved Budget	1,075.0	\$ 157,886,441	\$ 250,736,158
Board Approved Adjustments During FY 2017	2.0	1,050,415	(98,790)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	5,949,723	—
IntraCounty Adjustments	—	4	—
Other Adjustments	—	(1,143,977)	1,899,439



**DEBS Program Svcs Fund 0001 — Cost Center 050402**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	<b>1,078.0</b>	<b>\$ 163,742,606</b>	<b>\$ 252,536,807</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(291,236)	—
501.10.4 Enhance GA Vocational Services Add 4 Emp Counselors	2.0	205,336	—
501.09.4 Enhance CalWorks Overpayments Oversight	5.0	524,624	430,000
501.17.2 Augment Security at RAIC add 3 PSO	—	—	41,666
501.20.2 Add Info Services Staff to Support Prgm Initiatives	—	—	147,798
501.24.2 Augment Budget for Leadership Training	—	—	34,000
501.25.2 Address Issues of Race and Disparity	—	—	5,100
501.26.2 Augment Budget for Continuous Quality Improvement	—	—	17,000
501.29.2 Enhance CalWIN Hels Desk add 2 Sr.MAs	—	—	45,007
501.30.2 Enhance Fraud Unit Add 1 Investigator Assistant	—	—	80,952
501.31.2 Enhance Fraud Unit Add 1 Fraud Investigator	—	—	114,210
501.36.2 Add/Delete for Operational Services	—	—	9,371
501.42.2 Enhance Office of Contracts Mgmt 1Sr.MA & 1MA	—	—	54,047
SCC.1 Collections Reorg Delete 19 in SSA Add 19 in FA	—	—	(1,295,127)
501.130.08 Increase Rev for augment resources to HR-SSA	—	—	86,827
501.18.2 Improve Office Space Efficiency	—	—	65,625
501.19.2 Augment Info Serv Equipment and Software	—	—	16,500
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>7.0</b>	<b>\$ 438,724</b>	<b>\$ (147,024)</b>
<b>Recommended Budget</b>	<b>1,085.0</b>	<b>\$ 164,181,330</b>	<b>\$ 252,389,783</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 2017 Approved Budget	242.0	\$ 21,753,971	\$ 1,597,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	446,514	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(234,034)	885,268
<b>Subtotal (Current Level Budget)</b>	<b>242.0</b>	<b>\$ 21,966,451</b>	<b>\$ 2,482,268</b>
<b>Recommended Changes for FY 2018</b>			



**DEBS Program Support Fund 0001 — Cost Center 050403**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(47,916)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(47,916) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>242.0 \$</b>	<b>21,918,535 \$</b>	<b>2,482,268</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 2017 Approved Budget	88.0 \$	9,144,915 \$	—
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(3,313,493)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	18,040	—
<b>Subtotal (Current Level Budget)</b>	<b>84.0 \$</b>	<b>5,849,462 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(12,166)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(12,166) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>84.0 \$</b>	<b>5,837,296 \$</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 2017 Approved Budget	— \$	97,814,306 \$	86,784,120
Board Approved Adjustments During FY 2017	—	(10,971,967)	(10,835,196)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>86,842,339 \$</b>	<b>75,948,924</b>

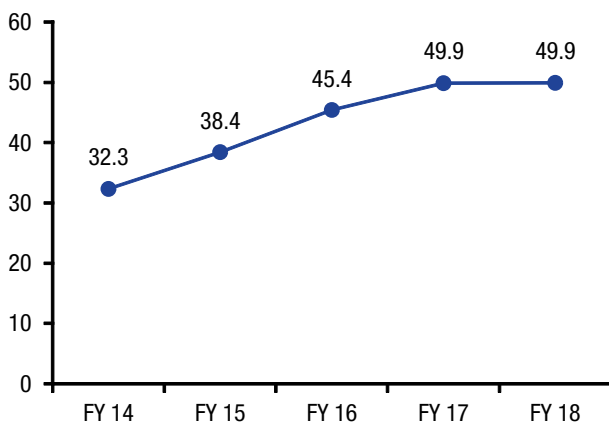
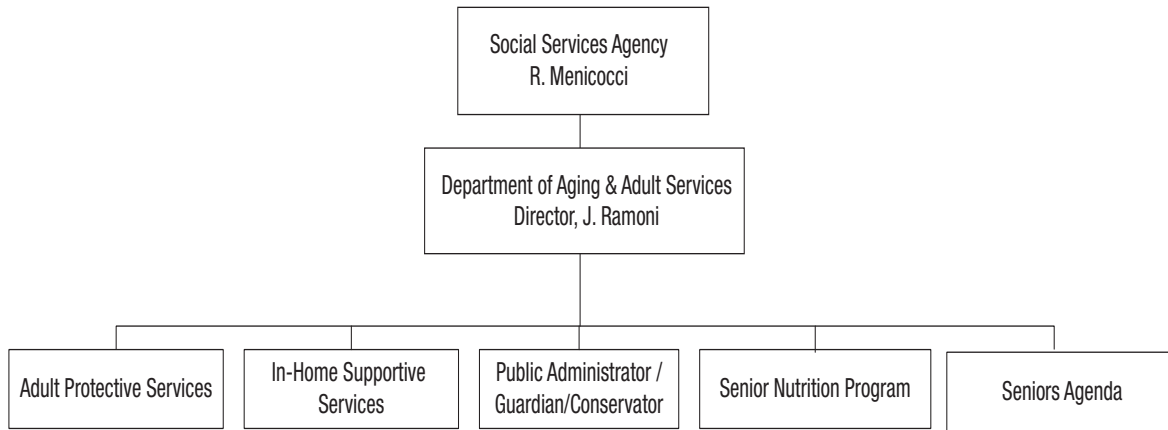


**DEBS Benefit Payments Fund 0001 — Cost Center 050405**  
**Major Changes to the Budget**

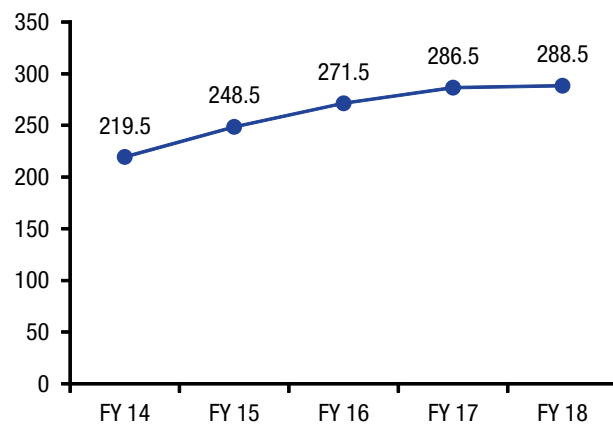
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>86,842,339 \$</b>	<b>75,948,924</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.







## Description of Major Services

The mission of the Department of Aging and Adult Services (DAAS) is to promote a safe, dignified, and independent lifestyle for seniors, dependent adults, and people with disabilities, through timely and responsive protective services, quality nutrition, and in-home support, as well as to safeguard and manage the property and assets of our conserved clients' estates. In addition, DAAS evaluates community needs, develops programs and services, and advises on matters of policy that concern seniors and people with disabilities.

### Adult Protective Services (APS)

Adult Protective Services (APS), a mandated program in California, is required to receive and investigate reported allegations of elder or dependent adult abuse. The goals of APS are to protect, prevent, and remedy abuse of elders and dependent adults through assessment, investigation, and planning of services to maintain and enhance quality of life. The APS provides advocacy, promotes self-sufficiency, and honors the right to self-determination. APS services are voluntary and elders and dependent adults have the right to refuse services.

Santa Clara County APS continues to experience increasing numbers in monthly abuse reports, cases and call volume. In FY 15-16, APS received 4,927 reports of abuse (a 13.5 percent increase from FY 14-15) and maintained 8,348 active cases (a 12 percent increase from FY 14-15). Between July and December 2016, the

APS program received a combined average of about 76 calls per day to the hotline used both for abuse and neglect reports and regular business calls.

### In-Home Supportive Services (IHSS)

IHSS, one of California's largest social services entitlement programs, is designed to prevent institutionalization of elderly, blind, or disabled people 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 for over 22,805 recipients. 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 timesheets for over 22,130 full- or part-time independent service providers.

The number of applications for IHSS services is expected 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 (BU 505). Individual provider health benefits, Public Authority (PA) administration cost, and the IHSS maintenance of effort (MOE), the local spending level required to draw state funds, (MOE) are budgeted in IHSS (BU116).

### **Public Administrator/Guardian/Conservator (PAGC)**

As the court-ordered decision-maker, the PAGC protects and ensures physical and financial safety for the County's most vulnerable adults. Currently, 84 staff members support the PAGC in advocating for the least restrictive living environment, promoting clients' quality of life, managing estates, making medical decisions, protecting clients from undue influence, and administrating decedent cases.

The Conservatorship division is the decision-maker for individuals determined by the court as unable to care for themselves. It contains two sections: Lanterman-Petris-Short (LPS), named for the state law that guides its services for the gravely mentally ill, and Probate for those elderly or dependent adults who, because of cognitive impairment, are unable to provide self-care. Deputy public guardian conservators (DPGC) manage the daily needs of clients, such as housing, medical, caregiving, and paying monthly bills.

The Estate Administration division also contains two sections. Estate Administration (EA) is charged with management and administration of clients' estates, including real property, complex trusts, stock portfolios, and all personal assets. The EAs also work closely with the DPGCs and Adult Protective Services to investigate elder financial abuse. 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 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 2016, the PAGC served approximately 1,000 clients, administered 260 decedent cases, and managed an inventory of \$94.7 million in client assets.

### **Senior Nutrition Program (SNP)**

SNP promotes better health and well-being for seniors over the age of 60 by offering dietitian-approved and ethnically diverse meals at congregate sites and through Meals on Wheels home delivery. The SNP services are provided through local partnerships with community-based organizations, and municipalities.

Approximately 650,000 meals were served to over 14,500 participants between the 39 congregate meal locations throughout the County. These sites also offered seniors access to conversations with peers, exercise programs, classes, and other activities. Transportation through Mobility Management provided over 300,000 rides to assist seniors in attending lunch.

Meals on Wheels is available to seniors who are homebound and unable to prepare their own meals due to ill health, limited mobility, or other frailties. Last year about 688,000 meals and supplemental groceries were delivered to almost 1,700 participants. A friendly visitors program provided over 600 contacts with Meals on Wheels participants to increase socialization.

SNP administers 21 contracts to provide these countywide services monitored for compliance with Federal, State and County regulations. Staff dietitians ensure each ethnically diverse meal provides one-third of the daily recommended dietary allowance for an older adult.

The current program is successful in reaching the most at-risk seniors in the county and serves large numbers of low-income seniors over age 75 who live alone. Evaluation surveys indicate participants are satisfied with the program and believe the services provide a stable resource for nutrition and socialization.

### **Seniors' Agenda (SA)**

The Seniors' Agenda was formed in 2011 by the Board of Supervisors to coordinate a plan to address the future needs of the rapidly growing population of people over age 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 percent). 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 age 60



impacts the whole County because of the need to provide services to this large, high-needs demographic segment.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Enhance Adult Protective Services Intake	↑	Addresses rising elder abuse and neglect cases	1.0	\$86,252	(\$38,307)
Augment Adult Protective Services Clerical Staff	↑	Addresses backlogs and case processing	1.0	\$63,307	(\$23,279)
Enhance the Office of the Public Guardian	↑	Increases client contact and improves case processing	1.0	\$96,368	(\$31,445)
Support Senior's Agenda	↑	Increases Seniors' Agenda activities and outreach	—	\$30,000	—
Support Mobility Management Services in the Senior Nutrition Program	↑	Provides transportation to senior nutrition sites.	—	\$300,000	—
Delete Chronically Vacant Positions	●	Will not impact current service levels	(1.0)	(\$207,024)	—

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

#### ↑ Enhance Adult Protective Services Intake

**Recommended Action:** Add 1.0 alternatively staffed Social Worker III or Social Worker II position in the Adult Protective Services Unit.

**Service Impact:** The State mandates Adult Protective Services (APS) receive, document, assess, and investigate reports of abuse and neglect, and provide protective and preventive services. The APS Intake unit is currently understaffed for the demands of the growing number of reports to the department and increased State investigatory and assessment requirements. In FY 15-16 abuse reports grew by 16 percent and active cases grew by 12 percent.

The Social Worker III/II will address the increased number of abuse reports and telephonic assessments and investigations. The recommendation will help

alleviate the supplemental intake work done by case-carrying staff and allow for increased supervision and coaching for case-carrying workers.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$86,252**

Total Cost of \$153,226 will be offset by \$66,974 in revenue

**One-Time Savings: \$38,307**  
 Salary savings reflecting time for recruitment

#### ↑ Augment Adult Protective Services Clerical Staff

**Recommended Action:** Add 1.0 Office Specialist II position in the Adult Protective Services Unit.

**Service Impact:** Office Specialists in APS are the first to receive public calls reporting concerns about the health, safety, and well-being of a senior citizen. In 2016, APS received approximately 1,900 calls a month and experienced both a 16 percent increase in the number of abuse reports and a 12 percent increase in active cases as a result of substantiated situations of abuse toward seniors.



The Office Specialist II will increase the capacity of the agency to address the increased volume of request for services and improve the quality of APS assessments. The recommendation will reduce the current caseload and decrease the time to initiate service requests.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$63,307**

Total Cost of \$93,117 will be offset by \$29,810 in revenue

**One-Time Savings: \$23,279**  
 Salary savings reflecting time for recruitment

### ↑ Enhance the Office of the Public Guardian

**Recommended Action:** Add 1.0 Deputy Public Guardian Assistant in the Office of the Public/Guardian/Conservator (PAGC).

**Service Impact:** The PAGC program has been impacted by a 48 percent increase in the caseload of clients with mental issues, 40 percent increase in impaired client probate cases, and the growing senior population in Santa Clara County. To address demand on services, the PAGC has relied on extra help hours to attend client meetings, manage cases, and coordinate health provider services.

The recommendation will help the program address administrative backlogs, improve the timely closure of deceased conservator client cases by 18 months, and allow deputy public guardians to increase client contact. Increasing in-person contact will allow the program to more effectively serve clients with mental issues like dementia, brain injuries, and cognitive impairment.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$96,368**

Total Cost of \$125,780 will be offset by \$29,412 in revenue

**One-Time Savings: \$31,445**  
 Salary savings reflecting time for recruitment

### ↑ Support Seniors' Agenda

**Recommended Action:** Allocate ongoing funding of \$30,000 to Department of Aging and Adult Services to continue the Seniors' Agenda Age-Friendly and Dementia Friendly Initiatives.

**Service Impact:** The recommendation will allow the Seniors' Agenda to host two Network summits with a total of 400 participants from over 150 agencies and organizations, develop an Age-Friendly task force with representatives from 15 cities and the county, and fund outreach efforts to register 5,000 County residents as Dementia Friends volunteers.

**Background:** Over the past three years, the Senior's Agenda has brought together over 2,000 professionals, aging activists, government agencies, and businesses to improve and coordinate services; offered educational and networking opportunities; and brought national attention to the age-friendly and dementia-friendly work in Santa Clara County. In FY 17-18, the Seniors' Agenda will be releasing the results of their age-friendly survey in partnership with the Department of Public Health.

**Ongoing Net Cost: \$30,000**

### ↑ Support Mobility Management Services in the Senior Nutrition Program

**Recommended Action:** Allocate \$300,000 to the Senior Nutrition Program to provide transportation to congregate meal sites.

**Service Impact:** The recommendation replaces expiring Measure A funding used to fund Mobility Management Services in the Senior Nutrition Program. In FY 15-16, Measure A funding provided an estimated 195,000 one-way rides to congregate meal sites.

In addition to meal access, transportation to meal sites offer an opportunity for seniors to attend educational opportunities, exercise, and participate in various social activities. This enhances and stabilizes physical and mental health outcomes for older adults.

**Ongoing Net Cost: \$300,000**

### ● Delete Chronically Vacant Positions

**Recommended Action:** Delete 1.0 Public Administrator Guardian position that has been chronically vacant for more than two years.

**Service Impact:** No impact to current service levels is anticipated.

**Background:** In 2015, the Board adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position continuously vacant for more than two years as part of the development of the Recommended Budget. 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 fall 2016. On review and analysis of the circumstances related to each vacancy, the above position is recommended for deletion and will generate a net savings countywide.

**Position Deleted: 1.0 FTE**  
**Ongoing Savings: \$207,024**

### Summary of Fiscal Impacts Outside DAAS

The following table is for reconciliation purposes. The recommended actions and costs are in the AO (BU 502) but the supporting revenues are here in DAAS (505).

AO Recommendation	DAAS Revenue	Net Cost/(Savings)
Augment Security at the RAIC	\$14,638	(\$14,638)
Add/Delete for Operational Services	\$3,294	(\$3,294)
Enhance OCM	\$18,990	(\$18,990)

### Department of Aging and Adult Services Fund 0001— Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050501	DAAS Admin Fund 0001	\$ 7,395,225	\$ 8,365,703	\$ 8,126,210	\$ 7,902,948	\$ (462,755)	-5.5%
050502	DAAS Program Svcs Fund 0001	23,786,828	26,886,384	27,262,743	27,416,485	530,101	2.0%
050503	DAAS Program Support Fund 0001	3,877,859	4,514,143	4,794,654	4,884,960	370,817	8.2%
050504	Senior Nutrition Fund 0001	9,930,048	10,129,765	9,425,705	9,723,905	(405,860)	-4.0%
<b>Total Net Expenditures</b>		<b>\$ 44,989,960</b>	<b>\$ 49,895,995</b>	<b>\$ 49,609,312</b>	<b>\$ 49,928,298</b>	<b>\$ 32,303</b>	<b>0.1%</b>

### Department of Aging and Adult Services Fund 0001— Budget Unit 505 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050501	DAAS Admin Fund 0001	\$ 7,395,225	\$ 8,365,703	\$ 8,126,210	\$ 7,902,948	\$ (462,755)	-5.5%
050502	DAAS Program Svcs Fund 0001	23,786,828	26,886,384	27,262,743	27,416,485	530,101	2.0%
050503	DAAS Program Support Fund 0001	3,877,859	4,514,143	4,794,654	4,884,960	370,817	8.2%
050504	Senior Nutrition Fund 0001	9,930,048	10,129,765	9,425,705	9,723,905	(405,860)	-4.0%
<b>Total Gross Expenditures</b>		<b>\$ 44,989,960</b>	<b>\$ 49,895,995</b>	<b>\$ 49,609,312</b>	<b>\$ 49,928,298</b>	<b>\$ 32,303</b>	<b>0.1%</b>



**Department of Aging and Adult Services Fund 0001— Budget Unit 505  
Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 32,952,552	\$ 37,465,825	\$ 38,108,804	\$ 38,097,371	\$ 631,546	1.7%
Services And Supplies	12,037,408	12,430,170	11,500,508	11,830,927	(599,243)	-4.8%
<b>Total Net Expenditures</b>	<b>\$ 44,989,960</b>	<b>\$ 49,895,995</b>	<b>\$ 49,609,312</b>	<b>\$ 49,928,298</b>	<b>\$ 32,303</b>	<b>0.1%</b>

**Department of Aging and Adult Services Fund 0001— Budget Unit 505  
Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
050501	DAAS Admin Fund 0001	\$ 878,513	\$ 593,714	\$ 593,714	\$ 593,714	—	—
050502	DAAS Program Svcs Fund 0001	37,393,717	41,056,283	41,449,669	41,643,295	587,012	1.4%
050503	DAAS Program Support Fund 0001	525,514	490,536	490,536	490,536	—	—
050504	Senior Nutrition Fund 0001	3,985,290	3,848,282	3,757,724	3,757,724	(90,558)	-2.4%
	<b>Total Revenues</b>	<b>\$ 42,783,035</b>	<b>\$ 45,988,815</b>	<b>\$ 46,291,643</b>	<b>\$ 46,485,269</b>	<b>\$ 496,454</b>	<b>1.1%</b>

**Department of Aging and Adult Services Fund 0001— Budget Unit 505  
Revenues by Type**

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 17,450,813	\$ 17,477,887	\$ 17,469,971	\$ 17,503,686	\$ 25,799	0.1%
Aid From Government Agencies - Federal	22,567,844	26,099,178	26,500,480	26,660,391	561,213	2.2%
Revenue From Use Of Money/Property	233,416	161,679	161,679	161,679	—	—
Charges For Services	1,214,086	960,286	869,728	869,728	(90,558)	-9.4%
Other Financing Sources	1,316,875	1,289,785	1,289,785	1,289,785	—	—
<b>Total Revenues</b>	<b>\$ 42,783,035</b>	<b>\$ 45,988,815</b>	<b>\$ 46,291,643</b>	<b>\$ 46,485,269</b>	<b>\$ 496,454</b>	<b>1.1%</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 2017 Approved Budget	57.0	\$ 8,365,703	\$ 593,714
Board Approved Adjustments During FY 2017	—	(393,378)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	180,120	—
IntraCounty Adjustments	—	23,257	—
Other Adjustments	—	(49,492)	—
<b>Subtotal (Current Level Budget)</b>	<b>57.0</b>	<b>\$ 8,126,210</b>	<b>\$ 593,714</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(16,238)	—
SCC.21 Delete Chronically Vacant FTE	-1.0	(207,024)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ (223,262)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>56.0</b>	<b>\$ 7,902,948</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 2017 Approved Budget	173.0	\$ 26,886,384	\$ 41,056,283
Board Approved Adjustments During FY 2017	—	—	1,642,180
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	424,362	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(48,003)	(1,248,794)
<b>Subtotal (Current Level Budget)</b>	<b>173.0</b>	<b>\$ 27,262,743</b>	<b>\$ 41,449,669</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
501.17.2 Augment Security at RAIC add 3 PSO	—	—	14,638
501.36.2 Add/Delete for Operational Services	—	—	3,294
501.42.2 Enhance Office of Contracts Mgmt 1Sr.MA & 1MA	—	—	18,990
Reduce PERS by \$7M due to prepayment of UAL	—	(55,512)	—
501.130.08 Increase Rev for augment resources to HR-SSA	—	—	30,508



**DAAS Program Svcs Fund 0001 — Cost Center 050502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
501.12.5 Enhance Adult Protective Services Intake Add 4 SWs	1.0	114,919	66,974
501.13.5 Augment Adult Protective Services Clerical Staff	—	—	29,810
501.14.5 Enhance The Office of the Public Guardian	1.0	94,335	29,412
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 153,742</b>	<b>\$ 193,626</b>
<b>Recommended Budget</b>	<b>175.0</b>	<b>\$ 27,416,485</b>	<b>\$ 41,643,295</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 2017 Approved Budget	47.5	\$ 4,514,143	\$ 490,536
Board Approved Adjustments During FY 2017	—	248,647	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,805	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(941)	—
<b>Subtotal (Current Level Budget)</b>	<b>47.5</b>	<b>\$ 4,794,654</b>	<b>\$ 490,536</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,532)	—
501.13.5 Augment Adult Protective Services Clerical Staff	1.0	69,838	—
501.16.5 Support Seniors' Agenda	—	30,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 90,306</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>48.5</b>	<b>\$ 4,884,960</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 2017 Approved Budget	9.0	\$ 10,129,765	\$ 3,848,282
Board Approved Adjustments During FY 2017	—	(30,558)	(90,558)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	77,435	—





**Senior Nutrition Fund 0001 — Cost Center 050504**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(105,365)	—
Other Adjustments	—	(645,572)	—
<b>Subtotal (Current Level Budget)</b>	<b>9.0 \$</b>	<b>9,425,705 \$</b>	<b>3,757,724</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	419 \$	—
Decision Packages			
509.02.5 Support Mobility Mgmt Services in SNP	—	300,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,219)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>298,200 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>9.0 \$</b>	<b>9,723,905 \$</b>	<b>3,757,724</b>



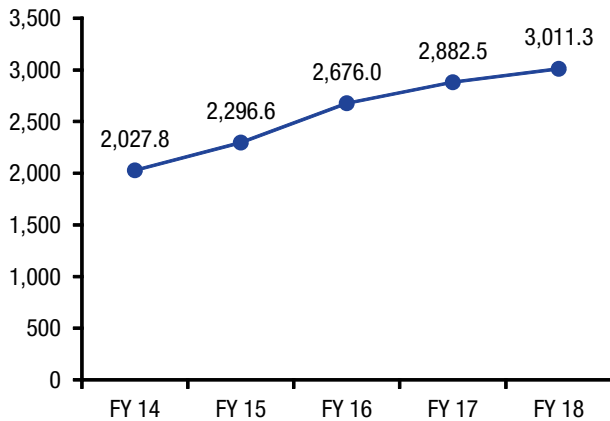
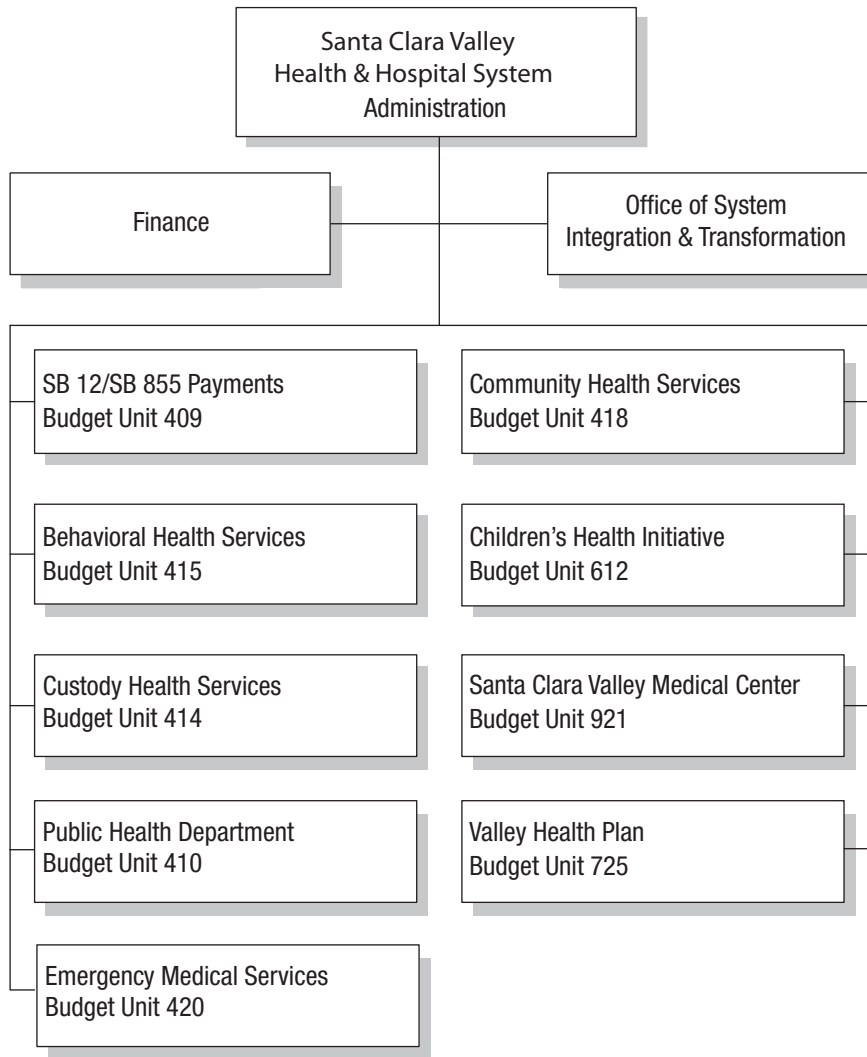


# Section 4: Santa Clara Valley Health and Hospital System

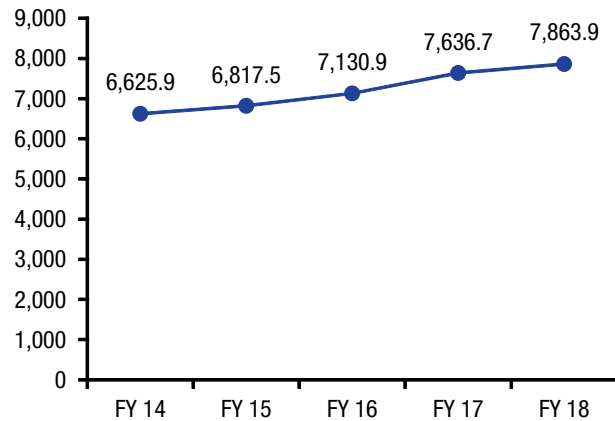
Section 4: Santa Clara Valley Health and Hospital System



# Santa Clara Valley Health & Hospital System



**Gross Appropriation Trend**



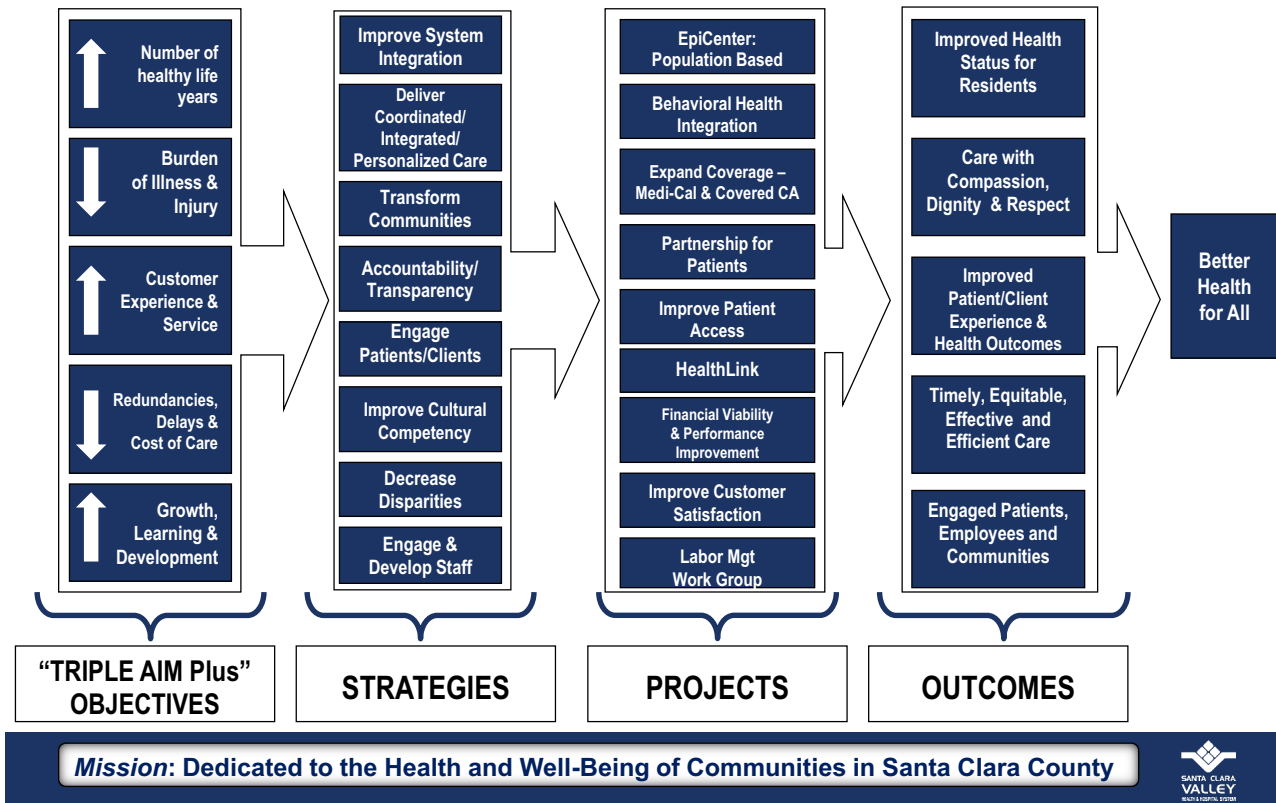
**Staffing Trend**



# Santa Clara Valley Health & Hospital System

## SCVHHS Strategic Road Map

*Vision: Better Health for All*



### Departments

- ➔ Health SB 12
- ➔ Public Health Department
- ➔ Behavioral Health Services
- ➔ Custody Health Services
- ➔ Community Health Services
- ➔ Children’s Health Initiative
- ➔ Valley Health Plan
- ➔ Santa Clara Valley Medical Center

### Net Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
409	SB12/SB855 Funds	\$ 2,126,769	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	92,256,697	98,062,867	100,611,119	99,991,161	1,928,295	2.0%
414	Custody Health Services	7,730,902	5,497,745	5,551,236	5,546,228	48,483	0.9%
415	Behavioral Health Services Department	417,630,136	488,403,487	486,083,871	495,771,270	7,367,782	1.5%
418	Community Health Services	18,131,736	19,218,890	19,818,810	19,458,114	239,224	1.2%
420	Emergency Medical Services	5,214,867	6,835,071	6,857,468	6,235,108	(599,963)	-8.8%
612	Healthy Children	4,116,936	3,000,000	3,000,000	3,000,000	—	—
725	Valley Health Plan	512,749,065	512,773,732	517,812,960	505,131,139	(7,642,593)	-1.5%
921	Santa Clara Valley Medical Center	1,616,040,178	1,616,709,186	1,713,995,073	1,744,433,844	127,724,658	7.9%
<b>Total Net Expenditures</b>		<b>\$ 2,675,997,286</b>	<b>\$ 2,753,500,977</b>	<b>\$ 2,856,730,537</b>	<b>\$ 2,882,566,864</b>	<b>\$ 129,065,887</b>	<b>4.7%</b>

### Gross Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
409	SB12/SB855 Funds	\$ 2,126,769	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	95,287,018	100,755,241	102,875,390	102,255,432	1,500,192	1.5%
414	Custody Health Services	65,779,724	80,958,897	81,529,758	82,714,147	1,755,250	2.2%
415	Behavioral Health Services Department	424,764,177	500,196,174	499,591,618	509,279,017	9,082,842	1.8%
418	Community Health Services	19,126,933	20,428,182	20,967,874	20,607,178	178,996	0.9%
420	Emergency Medical Services	5,325,551	6,858,141	6,880,538	6,235,108	(623,033)	-9.1%
612	Healthy Children	4,116,936	3,000,000	3,000,000	3,000,000	—	—
725	Valley Health Plan	516,724,770	517,153,846	522,210,909	507,763,084	(9,390,762)	-1.8%
921	Santa Clara Valley Medical Center	1,650,616,453	1,650,109,899	1,745,469,460	1,776,404,473	126,294,574	7.7%
<b>Total Gross Expenditures</b>		<b>\$ 2,783,868,331</b>	<b>\$ 2,882,460,379</b>	<b>\$ 2,985,525,547</b>	<b>\$ 3,011,258,439</b>	<b>\$ 128,798,060</b>	<b>4.5%</b>

### Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
409	SB12/SB855 Funds	\$ 1,981,424	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	52,073,381	54,642,348	57,563,228	55,705,606	1,063,258	1.9%
414	Custody Health Services	4,926,787	5,497,746	5,551,236	5,546,228	48,482	0.9%
415	Behavioral Health Services Department	292,106,131	321,399,538	326,155,937	327,570,020	6,170,482	1.9%
418	Community Health Services	5,495,992	5,027,555	4,599,009	4,599,009	(428,546)	-8.5%



## Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
420	Emergency Medical Services	3,930,785	4,719,500	4,768,925	3,873,800	(845,700)	-17.9%
612	Healthy Children	6,035,059	3,000,000	3,000,000	3,000,000	—	—
725	Valley Health Plan	515,689,949	502,065,517	505,277,009	502,909,489	843,972	0.2%
921	Santa Clara Valley Medical Center	1,701,025,809	1,608,831,746	1,706,117,633	1,736,556,404	127,724,658	7.9%
<b>Total Revenues</b>		<b>\$ 2,583,265,317</b>	<b>\$ 2,508,183,950</b>	<b>\$ 2,616,032,978</b>	<b>\$ 2,642,760,557</b>	<b>\$ 134,576,606</b>	<b>5.4%</b>

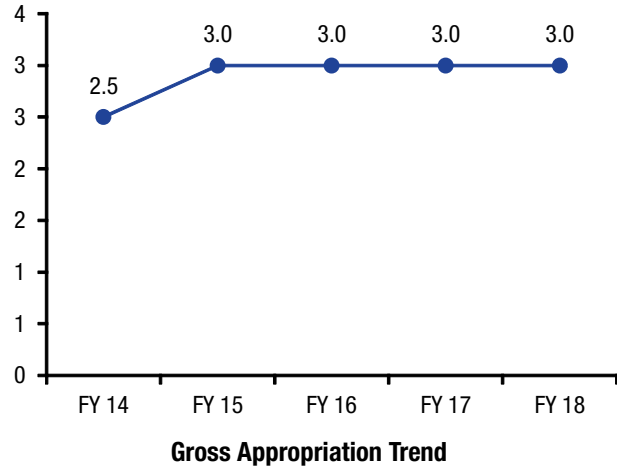


# Maddy Emergency Services Fund - Health SB 12

## Overview

The Senate Bill 12, signed into law in 1987, created the Maddy Emergency Services Fund to provide supplemental funding for local emergency services. The Maddy Emergency Services Fund is supported by an assessment imposed on fines, penalties, and forfeitures assessed by the Court. The fund is used to partially compensate physicians, surgeons, and hospitals for the care provided to patients.

Revenues and expenses for the program are budgeted at \$3 million for FY 17-18.



## County Executive’s Recommendation

Maintain Current Level Budget for Fiscal Year 17-18.

### SB12/SB855 Funds— Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4322	SB 12 Payments Fund 0018	\$ 2,126,769	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Net Expenditures</b>		<b>\$ 2,126,769</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4322	SB 12 Payments Fund 0018	\$ 2,126,769	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Gross Expenditures</b>		<b>\$ 2,126,769</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 2,126,769	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
<b>Total Net Expenditures</b>	<b>\$ 2,126,769</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4322	SB 12 Payments Fund 0018	\$ 1,981,424	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
	<b>Total Revenues</b>	<b>\$ 1,981,424</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Fines, Forfeitures, Penalties	\$ 1,945,676	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
Revenue From Use Of Money/Property	16,245	—	—	—	—	—
Other Financing Sources	19,503	—	—	—	—	—
<b>Total Revenues</b>	<b>\$ 1,981,424</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 2017 Approved Budget	—	\$ 3,000,000	\$ 3,000,000
Board Approved Adjustments During FY 2017	—	—	—
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>\$ 3,000,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —

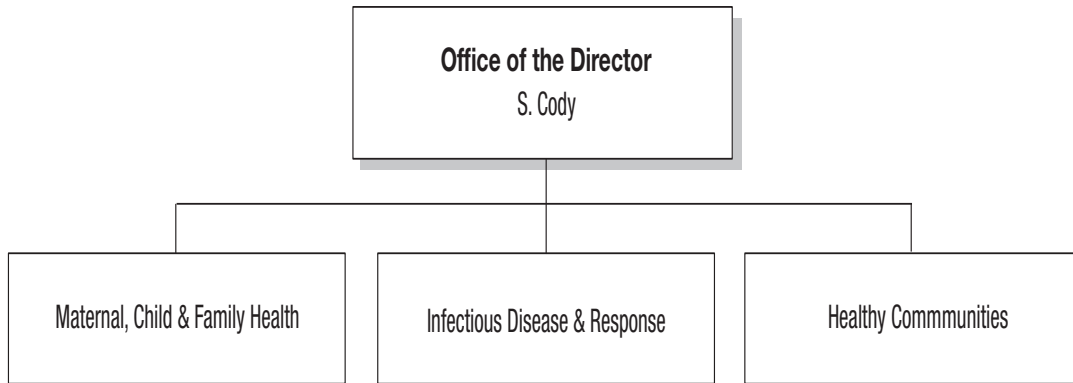


**SB 12 Payments Fund 0018 — Cost Center 4322**  
**Major Changes to the Budget**

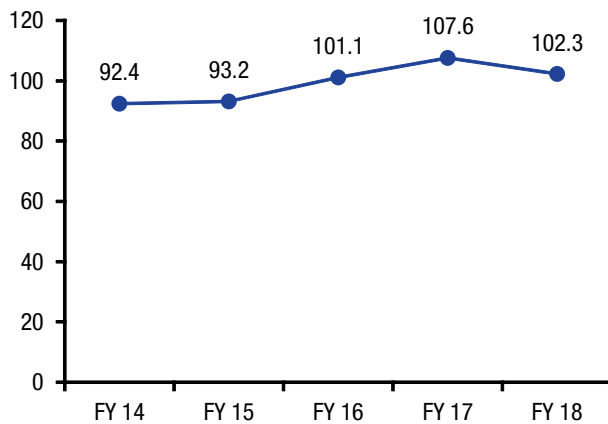
	Positions	Appropriations		Revenues
Decision Packages				
Information Technology				
Capital				
<b>Subtotal (Recommended Changes)</b>	—	\$	—	\$
<b>Recommended Budget</b>	—	\$	3,000,000	\$ 3,000,000



# Public Health Department

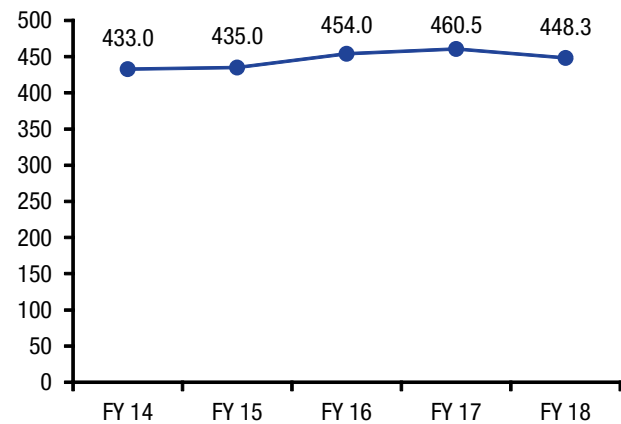


Section 4: Santa Clara Valley Health and Hospital System



**Gross Appropriation Trend**

FY 17-18 data excludes new budget unit for Emergency Medical Services



**Staffing Trend**

FY 17-18 data excludes new budget unit for Emergency Medical Services





## 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 under Federal and State regulations and program rules.

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 and Administrative Services

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 Administrative Services unit provides support services throughout the department and serves the community through the Vital Records and Registration and Medical Marijuana Identification Card programs.

### Healthy Communities Branch

This branch includes two units: Community Health Assessment, Planning and Evaluation (CAPE), and 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. 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 services to children under age 21 with CCS-eligible medical conditions.
- 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 aims to reduce infant mortality by providing comprehensive case management and other services to African American women who are pregnant or parenting a child who is under the age of one.
- Public Health Nursing home-visiting programs 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 the 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 the prevention and control of infectious diseases and 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), and conduct investigations of contacts; provide preventive therapy as necessary; identify, investigate, and control outbreaks; and communicate findings to stakeholders.

Program areas within this branch include

- Tuberculosis Prevention and Control and Case Management
- Communicable Disease Prevention and Control, Immunization Education and Adult Immunization and Travel Clinic, and Hepatitis B prevention
- Sexually transmitted disease and HIV Prevention and Control
- Public Health Emergency Preparedness and Response
- Public Health Laboratory
- Public Health Pharmacy and Better Health Pharmacy

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have General Fund contracts with this department:

- Bill Wilson
- Law Foundation of Silicon Valley
- Planned Parenthood Mar Monte
- The Health Trust

### **Learning Organization**

Results from 2016 quality improvement (QI) efforts include better outreach to the families of Black infants, improved blood sample handling, and a greater share of poor women who follow through on getting nutrition help.

The Department conducted 19 quality improvement projects in 2016, and QI teams used over 50 QI tools (i.e., fishbone diagrams, affinity diagrams, Pareto charts) to solve problems and test new ideas for improvement.

The Department fosters the use of quality improvement tools and methods across all programs with its QI training program. The nearly 30 staff who participated in the 2016 program are expected to lead, facilitate, or participate in a QI project and are given the tools and resources to succeed.

Seven of the 19 projects in 2016 were part of Wave 4 of the Health and Hospital System Unit Based Teams process. Highlights of results from some of the projects include

- increased enrollments in Black Infant Health group sessions
- reduced number of rejected too-long-in-transit blood lead samples
- increased percentage of families who keep their Women Infant Child appointments through extended office hours, call center improvements to decrease client wait time, and text message appointment reminders
- decreased client refusal rates for Public Health Nursing Regional Services
- more timely submission of client care plans for the Nurse Family Partnership program
- increased training, technical assistance, and interactions with law enforcement agencies to foster tobacco compliance checks for enforcement of tobacco sales to minors in jurisdictions with a tobacco retail licensing program



- increased number of HIV providers that identify and address service gains in the Ryan White renewal and recertification process
- greater collaboration with all Ryan White providers to implement value-based performance measures
- implementation of a new reporting process among HIV providers

## Measures of Success

**HIV Cases:** The Public Health Department will work to reduce the number of cases of HIV, which continues to impact the health and wellbeing of Santa Clara County residents, with over 2,700 individuals living in the County with HIV/AIDS and new infections disproportionately affecting young Latino men who have sex with men. The County has identified HIV reduction as an area of priority by organizing and supporting the Getting to Zero initiative, with the goals of “zero new HIV infections, zero HIV-related death, and zero HIV-related stigma.” Measurement of new HIV diagnoses reflects not only fewer new cases but also access to testing for those at risk and adequate treatment of individuals living with HIV, thereby reducing their risk of transmission. Newly diagnosed cases will be measured using data collected from the California Enhanced HIV/AIDS Reporting System.

**Prevalence of Diabetes:** The Department will work to reduce the prevalence of diabetes, the 6th leading cause of death in Santa Clara County in 2013. According to the UCLA Center for Health Policy Research (2016), an estimated 46 percent of adults in Santa Clara County are estimated to have prediabetes. In 2012, the estimated cost of diabetes care in California was \$27 billion. To reverse this trend, a diabetes prevention plan is being implemented to increase awareness about diabetes risk and prevention, improve screening and testing for prediabetes and diabetes, and increase access to diabetes prevention program. The intended goal is to reduce the percentage of individuals with diabetes or at risk for diabetes by increasing the percentage of individuals who receive recommended preventive care, including screening and access to diabetes prevention programs. The prevalence of diabetes is measured using data collected by the California Health Interview Survey.

Public Health Department	2013	2014	2015	2020	2021
Measures of Success	Actual	Actual	Actual	Targeted	Targeted
Reduce the number newly diagnosed HIV cases by 25% from 161 new cases to less than 121 new cases per year by 2021	N/A	161	150	N/A	121
Reduce the prevalence of diabetes in Santa Clara County from 8% (2014) to 6% by 2020	9.2%	8.3%	9.5%	6%	N/A



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Facilitate and Implement Child Health Assessment	↑	Implement strategies to improve the health of all children	4.0	\$723,726	(\$122,718)
Improve Communicable Disease Surveillance	↑	Provide early identification, intervention, and prevention of high impact diseases	5.0	\$673,359	(\$143,107)
Enhance Getting to Zero Initiative	↑	Build on efforts to achieve zero new HIV infections, zero deaths from HIV, and zero stigma related to HIV	3.0	\$566,173	(\$93,601)
Advance Quality Improvement and Workforce Development	↑	Ensure efficiency and effectiveness and implement Department trainings	2.0	\$312,639	(\$67,817)
Establish Analytical Support for Maternal, Child, and Family Health Branch	↑	Provide coordinated approach to data collection, data analysis, and reporting	1.0	\$59,097	(\$9,527)
Improve Black Infant Health Outreach Services	↑	Develop and maintain client recruitment plan to enroll additional program participants	—	\$8,565	(\$36,043)
Restructure Warehouse Operations	◆	Strengthen the health care delivery system to save lives during emergencies	(0.50)	—	—
Reduce Community Health Programming Due to Loss of Grant Funds	↓	Decrease nutrition and physical activity efforts	(8.0)	—	—
Reduce Nutrition Education and Obesity Grant Funding	↓	Decrease community education services	(2.0)	—	—
Transfer HIV/AIDS Program Housing Assistance to the Office of Supportive Housing	◆	Increase rapid re-housing, housing stability, and permanent housing options for low income individuals living with HIV	—	(\$492,662)	—
Create New Department for Emergency Medical Services	●	No impact on client services	(18.50)	(\$2,088,543)	—
Transfer Position and Delete Reimbursement to Emergency Medical Services	●	No impact on client services	(1.0)	(\$27,702)	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Facilitate and Implement Child Health Assessment

**Recommended Action:** Add 4.0 FTE positions to the following programs: Community Assessment and Planning, Maternal Child and Adolescent Health, Racial and Health Equity, and Violence Prevention. Increase ongoing expenditures by \$150,000 for evaluation and training.

#### Summary of Position Changes

Classification	FTE
Health Program Specialist	1.0
Health Planning Specialist II/III	2.0
Health Education Associate/Specialist	1.0
<b>Total</b>	<b>4.0</b>

**Service Impact:** The 2016 Child Health Assessment engaged County and community stakeholders to identify the health status of the child population and



develop recommended actions to improve the health of all children. The Public Health Department will play a coordinating and facilitating role in the implementation of the recommendations in addition to implementing specific strategies that align with its mission and priorities.

Key priorities of the new positions will include:

- facilitating the Child Health Advisory Group
- coordinating universal developmental milestone screening for all children in the County
- addressing structural and institutional racism, discrimination, harassment and biases across systems that contribute to inequitable outcomes for children and their families
- implementing strategies related to school and community based efforts to prevent bullying and violence among children and youth

**Positions Added: 4.0 FTE**  
**Ongoing Cost: \$723,726**

**One-time Net Savings: \$122,718**

Salary savings reflecting time for recruitment: \$142,718  
 Services and Supplies: \$20,000

**↑ Improve Communicable Disease Surveillance**

**Recommended Action:** Add 5.0 FTE positions to the following programs: Community Health Assessment and Planning, Communicable Disease, HIV/STD, and Tuberculosis Control. Increase ongoing expenditures by adding \$25,000 to Services and Supplies to support new positions.

**Summary of Position Changes**

Classification	FTE
Health Care Program Manager I/II/Senior	1.0
Research and Evaluation Specialist I/II/Senior	1.0
Communicable Disease Investigator	3.0
<b>Total</b>	<b>5.0</b>

**Service Impact:** Public Health surveillance is the ongoing monitoring of the frequency and distribution of disease and death due to diseases that can be transmitted from human to human, food systems, animals, water, and the environment. Real time surveillance activities will allow

for early identification, intervention, and prevention of high-impact diseases. The new positions will provide the needed resources to coordinate, evaluate, analyze, and assess surveillance data across programs. The Communicable Disease Investigators would expand the capacity of the Infectious Disease Branch to follow up on reports of disease outbreaks and exposures including congregate settings (e.g., syphilis, tuberculosis, HIV, pertussis, etc.) to ensure that individuals are linked to care and treatment.

**Positions Added: 5.0 FTE**  
**Ongoing Cost: \$673,359**

**One-time Net Savings: \$143,107**

Salary savings reflecting time for recruitment: \$168,107  
 Services and Supplies: \$25,000

**↑ Enhance Getting to Zero Initiative**

**Recommended Action:** Add 1.0 FTE Clinical Laboratory Scientist and 1.0 FTE Administrative Support Officer I positions to the Public Health Laboratory program and 1.0 FTE Prevention Program Analyst I/II position to the STD/HIV Prevention and Control program and increase expenditures by \$130,000 for Public Health Laboratory costs.

**Service Impact:** The Getting to Zero Initiative seeks to reach zero new HIV transmissions, zero HIV-related deaths, and zero stigma related to HIV. To build on current and past successes and progress made in these efforts, the additional staffing and funding will support laboratory capacity and expand program development with a focus on pre-exposure prophylaxis (PrEP).

**Background:** On December 15, 2015, the Board of Supervisors directed staff to devise a plan to operationalize the Getting to Zero Initiative in Santa Clara County. In FY 16-17, new positions and funding were added to support public and patient education and outreach, as well as clinic-based systems changes and innovation, and research and evaluation. The Getting to Zero Interim Planning Committee, with community input, identified four priority areas of improvement for Getting to Zero based on greatest





impact and greatest unmet need: (1) PrEP access, (2) comprehensive STD/HIV testing, (3) linkage and retention to HIV care, and (4) HIV-related stigma.

**Positions Added: 3.0 FTE**

**Ongoing Cost: \$566,173**

**One-time Net Savings: \$93,601**

Salary savings reflecting time for recruitment: \$108,601

Services and Supplies: \$15,000

### ↑ Advance Quality Improvement and Workforce Development

**Recommended Action:** Add 1.0 FTE Health Care Program Analyst I/II/Senior and 1.0 FTE Training and Staff Development Specialist/Senior positions to the Performance Management and Quality Improvement program.

**Service Impact:** These resources will support the department's strategic goal to establish a learning organization, which includes three components: performance management and quality improvement, workforce development, and knowledge management and dissemination. Specifically, the resources will advance quality improvement (QI) projects and QI tool use, provide training for workforce development, provide data for decision-making at the program and departmental levels, and support customer service.

**Positions Added: 2.0 FTE**

**Ongoing Cost: \$312,639**

**One-time Net Savings: \$67,817**

Salary savings reflecting time for recruitment: \$77,817

Services and Supplies: \$10,000

### ↑ Establish Analytical Support for Maternal, Child, and Family Health Branch

**Recommended Action:** Add 1.0 FTE Healthcare Program Analyst Associate/I/II/Senior position to the Maternal, Child and Family Health branch, increase Maternal, Child and Adolescent Health grant revenue by \$58,113, and increase Medi-Cal Administrative Activities Federal Financial Participation revenue by \$38,742.

**Service Impact:** The Maternal Child and Family Health branch consists of over two hundred employees, 13 program areas, nine grants, and multiple funding sources. The Senior Health Care Program Analyst will

provide analytical and programmatic support for monitoring and analysis of the various funding streams, contracts, and services within the branch.

**Positions Added: 1.0 FTE**

**Ongoing Net Cost: \$59,097**

**One-time Net Savings: \$9,527**

Salary savings reflecting time for recruitment: \$38,742

Services and Supplies: \$5,000

Revenue adjustment for FY 17-18: \$24,215

### ↑ Improve Black Infant Health Outreach Services

**Recommended Action:** Delete 1.0 FTE Public Health Community Specialist position and add 1.0 FTE Health Education Associate/Specialist position in the Black Infant Health program.

**Service Impact:** The Health Education Specialist in the Black Infant Health (BIH) Program will act as a Community Outreach Liaison. This position is a State mandated requirement of the current BIH program model and will allow BIH to receive federal financial participation for an enhanced budget match.

This position will develop and maintain a site-specific client recruitment plan for BIH, coordinate partnership agreements with community and medical service providers, and conduct outreach activities to draw referrals for BIH program enrollment.

**Ongoing Net Cost: \$8,565**

**One-time Net Savings: \$36,043**

Salary savings reflecting time for recruitment

### ◆ Restructure Warehouse Operations

**Recommended Action:** Delete 0.50 FTE Warehouse Materials Handler position in Warehouse Operations and increase Contracts Services by \$43,129 in the Preparedness program.

**Service Impact:** The Public Health Department is downsizing the footprint of the warehouse and will no longer need a position to solely support warehouse operations. Contract services will be increased and used

to strengthen the health care delivery system to save lives during emergencies that exceed the day-to-day capacity of health and emergency response systems.

**Positions Deleted: 0.50 FTE**  
**Ongoing Net Cost: \$0**

Savings from deleted position  
offset by increase in Contract Services

### ↓ Reduce Community Health Programming Due to Loss of Grant Funds

**Recommended Action:** Remove program positions, contracts, Services and Supplies appropriation and estimated revenue from the Public Health budget due to loss of Centers for Disease Control and Prevention (CDC) grant funding.

#### Summary of Position Changes

Classification	FTE
Health Planning Specialist III	2.0
Health Education Specialist	2.0
Health Care Program Manager II	1.0
Health Care Program Analyst II	1.0
Prevention Program Analyst I	1.0
Administrative Assistant	1.0
<b>Total</b>	<b>8.0</b>

**Service Impact:** The loss of grant funding and associated programming will reduce the nutrition and physical activity efforts funded by CDC for the past three years. Current obesity prevention efforts will be continued with other staff. No impact is anticipated to the tobacco use prevention efforts, as the Department anticipates receiving a new grant in FY 17-18 from the State Tobacco Control Program. The Department will make every effort to reassign employees affected by this loss of grant funding.

**Background:** In 2014, the Department was awarded a three-year Centers for Disease Control and Prevention PICH grant in the amount of \$5,229,976. Funds were used to advance evidence-based strategies to address tobacco use, poor nutrition, and physical inactivity. The grant ends on September 30, 2017.

**Positions Deleted: 8.0 FTE**  
**Ongoing Net Cost: \$0**

Savings from deleted positions and other  
expenditures offset by reduction in revenue

### ↓ Reduce Nutrition Education and Obesity Grant Funding

**Recommended Action:** Delete 1.0 FTE Health Planning Specialist II position, 0.50 FTE Public Health Nutritionist position, and 0.50 FTE Health Program Specialist position and reduce revenue by \$284,132 in the Nutrition Education and Obesity Prevention program.

**Service Impact:** Education services to high-need communities and neighborhoods will decrease because of this reduction. Ongoing policy and system change work with work-sites and community organizations will be supported by other positions in the Chronic Disease and Injury Prevention Program.

**Positions Deleted: 2.0 FTE**  
**Ongoing Net Cost: \$0**

Savings from deleted positions and other  
expenditures offset by reduction in revenue

### ◆ Transfer HIV/AIDS Program Housing Assistance to the Office of Supportive Housing

**Recommended Action:** Transfer \$492,662 in ongoing funding for low income HIV/AIDS housing assistance.

**Service Impact:** This will transfer the low income HIV/AIDS housing assistance program from the Public Health Department to the Office of Supportive Housing (OSH). Transferring this program reduces duplication, takes full advantage of the housing services expertise of OSH, and increases rapid re-housing, housing stability, and permanent supportive housing options and opportunities for low-income individuals living with HIV/AIDS.

**Ongoing Savings: \$492,662**

Savings offset by costs in OSH

### ● Create New Department for Emergency Medical Services

**Recommended Action:** Create new department for Emergency Medical Services (EMS), Budget Unit 420, and transfer 18.50 FTE positions, net operating costs of \$6,857,468, net revenues of \$4,768,925, and the EMS Trust Fund currently budgeted in the Public Health Department.

**Service Impact:** There is no impact to services. The EMS Agency will transition from a unit within the Public Health Department to a department within the Santa Clara Valley Health and Hospital System. The move will improve the EMS Department regulatory authority function and better integrate its services into a continuum of care for patients.

**Positions Deleted: 18.50 FTE**  
**Ongoing Net Savings: \$2,088,543**  
 Savings offset by costs in EMS

● **Transfer Position and Delete Reimbursement to Emergency Medical Services**

**Recommended Action:** Transfer 1.0 FTE Office Specialist III position from the California Children's Services (CCS) program to the Emergency Medical Services (EMS) Department and reduce CCS revenue by \$95,134 and

delete reimbursement to EMS by \$23,070 for an Executive Assistant position that no longer supports Public Health.

**Service Impact:** This recommendation will have no impact on current service levels. The Office Specialist III position was administratively moved from the CCS program to EMS to provide clerical support to the Automated External Defibrillator program. The position was previously vacant in the CCS program because the program was restructured to reflect a more integrated staffing approach in the nursing medical case management unit.

**Position Deleted: 1.0 FTE**  
**Ongoing Net Savings: \$27,702**  
 Savings offset by costs in EMS

**Public Health— Budget Unit 410**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2903	Vital Reg Fund 0022	\$ 216,375	\$ 194,250	\$ 144,250	\$ 144,250	\$ (50,000)	-25.7%
04101	Assess, Planning & Health	7,058,023	6,763,955	6,466,672	6,876,437	112,482	1.7%
04102	Chronic, Disease & Injury	7,013,456	7,374,065	7,774,796	6,019,819	(1,354,247)	-18.4%
04103	Community, Health Services	13,404,889	14,012,394	14,918,548	15,118,652	1,106,257	7.9%
04104	Emergency Medical Services	21,420	45,000	45,000	45,000	—	—
04105	Family Health	21,681,596	25,875,546	25,397,719	25,261,039	(614,507)	-2.4%
04106	Health Officer	11,965,467	11,442,679	15,056,305	15,747,887	4,305,208	37.6%
04107	Infections Disease	15,398,603	16,831,477	17,204,372	17,202,424	370,947	2.2%
04108	PH Admin Support Services	13,378,822	13,388,195	12,243,370	12,216,932	(1,171,263)	-8.7%
041012	Central Services Fund 0001	872,873	901,580	914,271	912,905	11,325	1.3%
041014	Ambulatory Care Fund 0001	7,686	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	1,237,486	1,233,724	445,817	445,817	(787,907)	-63.9%
<b>Total Net Expenditures</b>		<b>\$ 92,256,697</b>	<b>\$ 98,062,867</b>	<b>\$ 100,611,119</b>	<b>\$ 99,991,161</b>	<b>\$ 1,928,295</b>	<b>2.0%</b>



### Public Health— Budget Unit 410 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2903	Vital Reg Fund 0022	\$ 216,375	\$ 194,250	\$ 144,250	\$ 144,250	\$ (50,000)	-25.7%
04101	Assess, Planning & Health	7,732,799	7,165,995	6,814,324	7,224,089	58,094	0.8%
04102	Chronic, Disease & Injury	7,797,497	7,975,466	8,091,030	6,336,053	(1,639,414)	-20.6%
04103	Community, Health Services	14,084,661	15,101,998	15,579,512	15,779,616	677,617	4.5%
04104	Emergency Medical Services	21,420	45,000	45,000	45,000	—	—
04105	Family Health	22,053,445	26,175,546	25,808,649	25,671,969	(503,577)	-1.9%
04106	Health Officer	12,239,445	11,560,679	15,199,305	15,890,887	4,330,208	37.5%
04107	Infections Disease	15,578,891	16,895,201	17,522,241	17,520,293	625,092	3.7%
04108	PH Admin Support Services	13,421,759	13,505,800	12,310,992	12,284,554	(1,221,246)	-9.0%
041012	Central Services Fund 0001	895,553	901,580	914,271	912,905	11,325	1.3%
041014	Ambulatory Care Fund 0001	7,686	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	1,237,486	1,233,724	445,817	445,817	(787,907)	-63.9%
<b>Total Gross Expenditures \$</b>		<b>95,287,018</b>	<b>100,755,241</b>	<b>102,875,390</b>	<b>102,255,432</b>	<b>1,500,192</b>	<b>1.5%</b>

### Public Health— Budget Unit 410 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 59,921,061	\$ 64,325,927	\$ 65,652,110	\$ 65,830,557	\$ 1,504,630	2.3%
Services And Supplies	34,972,457	36,235,064	37,079,030	36,280,625	45,562	0.1%
Fixed Assets	177,125	—	—	—	—	—
Operating/Equity Transfers	216,375	194,250	144,250	144,250	(50,000)	-25.7%
<b>Total Gross Expenditures \$</b>	<b>95,287,018</b>	<b>100,755,241</b>	<b>102,875,390</b>	<b>102,255,432</b>	<b>1,500,192</b>	<b>1.5%</b>
Expenditure Transfers	(3,030,321)	(2,692,374)	(2,264,271)	(2,264,271)	428,103	-15.9%
<b>Total Net Expenditures \$</b>	<b>92,256,697</b>	<b>98,062,867</b>	<b>100,611,119</b>	<b>99,991,161</b>	<b>1,928,295</b>	<b>2.0%</b>

### Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2903	Vital Reg Fund 0022	\$ 261,008	\$ 144,250	\$ 144,250	\$ 144,250	—	—
04101	Assess, Planning & Health	4,925,035	4,189,897	3,923,800	3,923,800	(266,097)	-6.4%
04102	Chronic, Disease & Injury	5,138,403	5,528,632	5,584,658	3,724,726	(1,803,906)	-32.6%
04103	Community, Health Services	6,109,167	6,490,864	7,312,548	7,385,188	894,324	13.8%
04105	Family Health	18,003,913	17,834,438	18,764,675	18,694,345	859,907	4.8%



### Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
04106	Health Officer	11,239,607	11,143,633	11,861,764	11,861,764	718,131	6.4%
04107	Infections Disease	5,979,765	5,946,548	6,288,218	6,288,218	341,670	5.7%
04108	PH Admin Support Services	20,682	2,689,086	3,008,315	3,008,315	319,229	11.9%
041012	Central Services Fund 0001	395,801	675,000	675,000	675,000	—	—
<b>Total Revenues \$</b>		<b>52,073,381</b>	<b>54,642,348</b>	<b>57,563,228</b>	<b>55,705,606</b>	<b>1,063,258</b>	<b>1.9%</b>

### Public Health— Budget Unit 410 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - Federal	\$ 18,698,105	\$ 19,506,693	\$ 19,554,122	\$ 17,766,830	\$ (1,739,863)	-8.9%
Charges For Services	9,376,208	7,681,277	9,400,089	9,400,089	1,718,812	22.4%
Aid From Government Agencies - State	20,597,604	24,008,755	25,459,095	25,388,765	1,380,010	5.7%
Other Financing Sources	3,241,532	3,274,143	2,997,636	2,997,636	(276,507)	-8.4%
Licenses, Permits, Franchises	159,932	171,480	152,286	152,286	(19,194)	-11.2%
<b>Total Revenues \$</b>	<b>52,073,381</b>	<b>54,642,348</b>	<b>57,563,228</b>	<b>55,705,606</b>	<b>1,063,258</b>	<b>1.9%</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 2017 Approved Budget	—	\$ 194,250	\$ 144,250
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(50,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 144,250</b>	<b>\$ 144,250</b>
<b>Recommended Changes for FY 2018</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>\$ 144,250</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 2017 Approved Budget	35.0 \$	6,763,955 \$	4,189,897
Board Approved Adjustments During FY 2017	-1.0	(173,162)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	81,000	—
IntraCounty Adjustments	—	76,383	(228,779)
Other Adjustments	—	(281,504)	(37,318)
<b>Subtotal (Current Level Budget)</b>	<b>34.0 \$</b>	<b>6,466,672 \$</b>	<b>3,923,800</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	1,865 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(10,011)	—
Restructure Warehouse Operations	-0.5	—	—
Facilitate and Implement Child Health Assessment	1.0	277,125	—
Improve Communicable Disease Surveillance	1.0	140,786	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.5 \$</b>	<b>409,765 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>35.5 \$</b>	<b>6,876,437 \$</b>	<b>3,923,800</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 2017 Approved Budget	43.0 \$	7,374,065 \$	5,528,632
Board Approved Adjustments During FY 2017	0.5	286,706	169,598
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	242,196	—
IntraCounty Adjustments	—	90,371	116,214
Other Adjustments	—	(218,543)	(229,786)
<b>Subtotal (Current Level Budget)</b>	<b>43.5 \$</b>	<b>7,774,796 \$</b>	<b>5,584,658</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	2,809 \$	—
Decision Packages			
Reduce NEOP Grant Funding	-2.0	(284,132)	(284,132)
Reduce PERS by \$7M due to prepayment of UAL	—	(11,931)	—
Facilitate and Implement Child Health Assessment	1.0	114,077	—



### Chronic, Disease & Injury — Cost Center 04102 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce Community Health Prgm Due to Loss of Grant Funds	-8.0	(1,575,800)	(1,575,800)
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-9.0</b>	<b>\$ (1,754,977)</b>	<b>\$ (1,859,932)</b>
<b>Recommended Budget</b>	<b>34.5</b>	<b>\$ 6,019,819</b>	<b>\$ 3,724,726</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 2017 Approved Budget	82.0	\$ 14,012,394	\$ 6,490,864
Board Approved Adjustments During FY 2017	1.0	223,909	364,650
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	253,960	—
IntraCounty Adjustments	—	481,508	—
Other Adjustments	—	(53,224)	457,034
<b>Subtotal (Current Level Budget)</b>	<b>83.0</b>	<b>\$ 14,918,548</b>	<b>\$ 7,312,548</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,590	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(32,599)	—
Facilitate and Implement Child Health Assessment	1.0	104,903	—
410.6 Establish Analytical Support (MC & FH)	1.0	122,210	72,640
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 200,104</b>	<b>\$ 72,640</b>
<b>Recommended Budget</b>	<b>85.0</b>	<b>\$ 15,118,652</b>	<b>\$ 7,385,188</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 2017 Approved Budget	—	\$ 45,000	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—



### Emergency Medical Services — Cost Center 04104 Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	—	\$ 45,000	\$ —
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	—	\$ —	\$ —
<b>Recommended Budget</b>	—	\$ 45,000	\$ —

### 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 2017 Approved Budget	157.0	\$ 25,875,546	\$ 17,834,438
Board Approved Adjustments During FY 2017	-0.3	(155,707)	(37,181)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	335,145	—
IntraCounty Adjustments	—	447,515	—
Other Adjustments	—	(1,104,780)	967,418
<b>Subtotal (Current Level Budget)</b>	<b>156.8</b>	<b>\$ 25,397,719</b>	<b>\$ 18,764,675</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 10,390	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(44,630)	—
Transfer Position and Delete Reimbursement to EMS	-1.0	(99,766)	(95,134)
Improve Black Infant Health Outreach Services	—	(2,674)	24,804
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ (136,680)</b>	<b>\$ (70,330)</b>
<b>Recommended Budget</b>	<b>155.8</b>	<b>\$ 25,261,039</b>	<b>\$ 18,694,345</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 2017 Approved Budget	29.0	\$ 11,442,679	\$ 11,143,633
Board Approved Adjustments During FY 2017	1.0	182,629	—
Cost to Maintain Current Program Services			





### Health Officer — Cost Center 04106 Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	122,823	—
IntraCounty Adjustments	—	11,981	—
Other Adjustments	—	3,296,193	718,131
<b>Subtotal (Current Level Budget)</b>	<b>30.0</b>	<b>\$ 15,056,305</b>	<b>\$ 11,861,764</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,002	\$ —
Decision Packages			
Facilitate and Implement Child Health Assessment	1.0	104,903	—
Advance Quality Improvement and Workforce Development	2.0	244,822	—
Reduce PERS by \$7M due to prepayment of UAL	—	(11,525)	—
Enhance Getting to Zero Initiative	2.0	351,380	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ 691,582</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>35.0</b>	<b>\$ 15,747,887</b>	<b>\$ 11,861,764</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 2017 Approved Budget	75.0	\$ 16,831,477	\$ 5,946,548
Board Approved Adjustments During FY 2017	1.5	380,262	249,676
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	250,790	—
IntraCounty Adjustments	—	(329,635)	—
Other Adjustments	—	71,478	91,994
<b>Subtotal (Current Level Budget)</b>	<b>76.5</b>	<b>\$ 17,204,372</b>	<b>\$ 6,288,218</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 5,219	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(25,163)	—
Improve Communicable Disease Surveillance	4.0	389,466	—
Enhance Getting to Zero Initiative	1.0	121,192	—
Transfer HIV/AIDS Program Housing Assistance to OSH	—	(492,662)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>5.0</b>	<b>\$ (1,948)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>81.5</b>	<b>\$ 17,202,424</b>	<b>\$ 6,288,218</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 2017 Approved Budget	17.0 \$	13,388,195 \$	2,689,086
Board Approved Adjustments During FY 2017	—	1,341	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(25,279)	—
IntraCounty Adjustments	—	(1,110,170)	—
Other Adjustments	—	(10,717)	319,229
<b>Subtotal (Current Level Budget)</b>	<b>17.0 \$</b>	<b>12,243,370 \$</b>	<b>3,008,315</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	(21,971) \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(4,467)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(26,438) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>17.0 \$</b>	<b>12,216,932 \$</b>	<b>3,008,315</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 2017 Approved Budget	4.0 \$	901,580 \$	675,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,444	—
IntraCounty Adjustments	—	2,663	—
Other Adjustments	—	(11,416)	—
<b>Subtotal (Current Level Budget)</b>	<b>4.0 \$</b>	<b>914,271 \$</b>	<b>675,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	290 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,656)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(1,366) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>4.0 \$</b>	<b>912,905 \$</b>	<b>675,000</b>

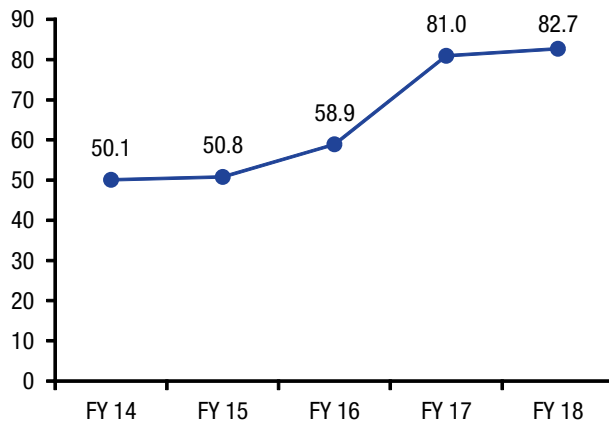
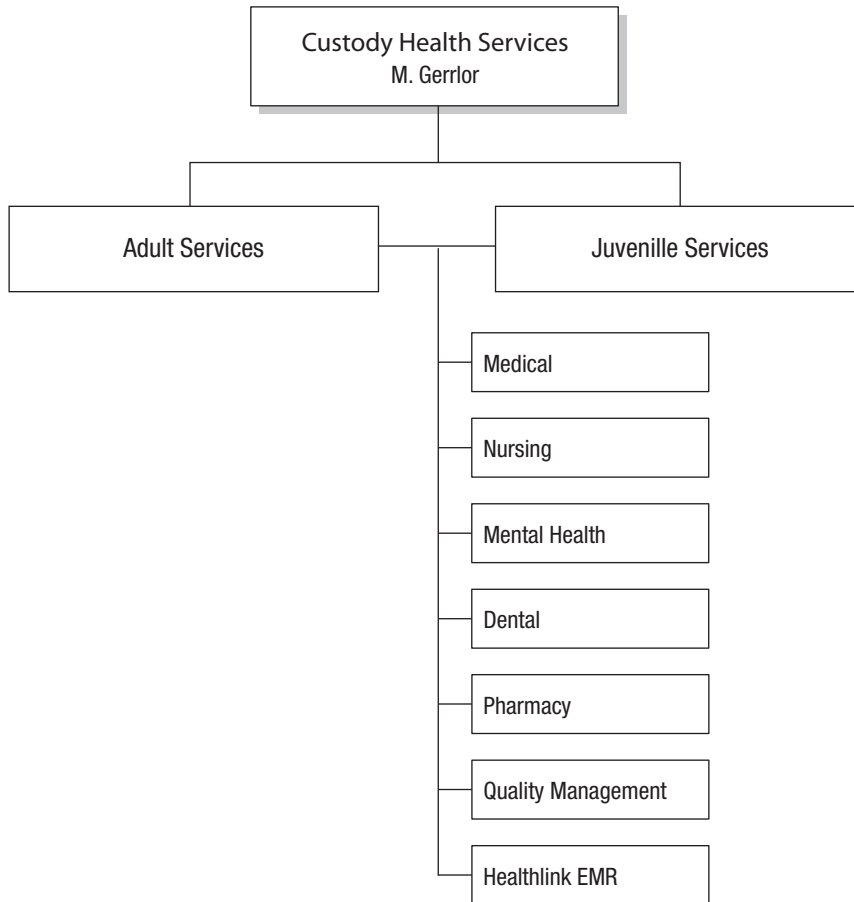


**Emergency Medical Services Fund 0001 — Cost Center 041015**  
**Major Changes to the Budget**

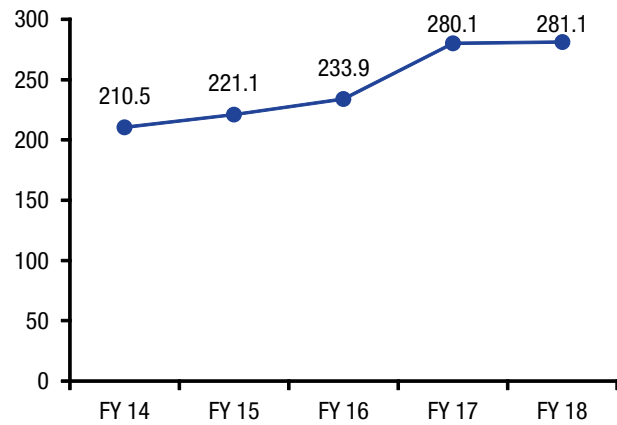
	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 1,233,724	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(787,907)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 445,817</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 445,817</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.





## Description of Major Services

Custody Health Services (CHS) is a General Fund department of the Santa Clara Valley health and hospital system. Adult and Juvenile Custody Health services are provided by a professional multidisciplinary staff with 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 Boys Ranch, the 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 and evaluations to County organizations, such as the 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			

## Measures of Success

**Readmission Rates:** The Custody Health Department seeks to reduce inappropriate readmission rates for juvenile and adult populations. By providing robust health care and mental and behavioral health screening during the booking and intake process, medical and behavioral health issues can be identified earlier. From this identification, appropriate interventions can be provided to the patient. With the introduction of a comprehensive, enterprise-wide electronic medical record system (HealthLink ®), care can be followed during incarceration and beyond. Health-care screening and intervention for the mental and physical needs of inmates during incarceration will produce physically and mentally healthier people in the community after

they are released. This readmission rate will be measured through HealthLink. The system can track number of admissions to custody health services.

**Timely Access:** The Department will improve timely access to services for core populations as part of its top priority goals of Better Care, Better Service, and Better Health efforts to enable more effective accessibility for inmates in Departments of Correction and Probation. The urgency and emergency of medical and behavioral health needs will be measured by how fast the client is seen and the time to diagnose the issue and treatment. HealthLink will be the tool to have a dashboard for initiation and identification of health issues.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Add Personnel & Equipment for Jail Reform	↑		4.0	—	—
Delete Chronically Vacant Positions	●	The recommendation will not impact current service levels	(3.0)	—	

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

### ↑ Add Personnel & Equipment for Jail Reform

**Recommended Action:** Add 4.0 FTE positions to support the Jail Reform efforts as well as associated funding to replace/repair aging and/or broken medical equipment. Equipment needs include XRay and EKG machines, dental lights and instruments, vital signs/electronic blood pressure machines, and CPAP machines.

### Summary of Position Changes

Class	Description	FTE
S93	Hospital Services Assistant	1.0
S75	Clinical Nurse III	2.0
S38	Staff Developer	1.0
<b>Total</b>		<b>4.0</b>

**Service Impact:** Due to increased requirements from jail reform recommendations the additional positions and the funding to repair or replace aging equipment is

needed. The equipment in many areas has exceeded its useful life. Increased screening and monitoring of patients will be better accomplished for safety of patients and staff through the use of an additional Hospital Services Assistant. The Clinical Nurses are needed to cover the triage of patients/inmates in the booking area and on the acute psychiatric unit.

### Positions Added: 4.0 FTE

### Ongoing Net Cost: \$0

Ongoing Cost: \$1,465,648  
 Ongoing Reimbursement from DOC: \$800,081  
 Ongoing Reimbursement from Probation: \$216,094  
 Ongoing Reimbursement from BHSD: \$449,473

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

One-time Cost: \$34,813  
 One-time reimbursement from DOC: \$150,000  
 One-time reduction in reimbursement from DOC: \$115,187



## ● Delete Chronically Vacant Positions

**Recommended Action:** Delete two 0.5 FTE Hospital Services Assistant II positions, 2.0 FTE Licensed Vocational Nurse positions that have been chronically vacant for more than two years. The positions deleted are as follows:

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended

Budget. The County Executive 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 2016. 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.

**Positions Deleted: 3.0 FTE**  
**Ongoing Net Savings: \$311,432**

Ongoing Reduction in Reimbursement from DOC: \$199,999  
Ongoing Reduction in Reimbursement from Probation: \$111,433

### Custody Health Services— Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ (1,029,296)	\$ —	\$ —	\$ —	—	—
4150	Juvenile Probation Med Svcs Fund 0001	(2,381)	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	61,915	—	—	—	—	—
041401	Adult Custody Med Svcs Fund 0001	3,110,246	295,264	317,622	317,622	22,358	7.6%
041402	Adult Custody Mental Health Svcs Fund 0001	5,590,419	5,202,481	5,233,614	5,228,606	26,125	0.5%
<b>Total Net Expenditures</b>		<b>\$ 7,730,902</b>	<b>\$ 5,497,745</b>	<b>\$ 5,551,236</b>	<b>\$ 5,546,228</b>	<b>\$ 48,483</b>	<b>0.9%</b>



### Custody Health Services— Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 459,390	\$ 1,866,867	\$ 2,762,192	\$ 2,858,384	\$ 991,517	53.1%
4150	Juvenile Probation Med Svcs Fund 0001	4,006,281	4,128,141	4,204,118	4,302,134	173,993	4.2%
4160	Children's Shelter Med Svcs Fund 0001	111,207	49,292	42,086	42,086	(7,206)	-14.6%
041401	Adult Custody Med Svcs Fund 0001	41,982,119	55,782,765	55,107,490	55,677,360	(105,405)	-0.2%
041402	Adult Custody Mental Health Svcs Fund 0001	19,220,727	19,131,832	19,413,872	19,834,183	702,352	3.7%
<b>Total Gross Expenditures</b>		<b>\$ 65,779,724</b>	<b>\$ 80,958,897</b>	<b>\$ 81,529,758</b>	<b>\$ 82,714,147</b>	<b>\$ 1,755,250</b>	<b>2.2%</b>

### Custody Health Services— Budget Unit 414 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 43,843,402	\$ 47,691,870	\$ 49,277,036	\$ 49,422,935	\$ 1,731,065	3.6%
Services And Supplies	21,925,327	33,137,950	32,252,722	32,891,212	(246,738)	-0.7%
Fixed Assets	10,996	—	—	400,000	400,000	n/a
Reserves	—	129,077	—	—	(129,077)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 65,779,724</b>	<b>\$ 80,958,897</b>	<b>\$ 81,529,758</b>	<b>\$ 82,714,147</b>	<b>\$ 1,755,250</b>	<b>2.2%</b>
Expenditure Transfers	(58,048,822)	(75,461,152)	(75,978,522)	(77,167,919)	(1,706,767)	2.3%
<b>Total Net Expenditures</b>	<b>\$ 7,730,902</b>	<b>\$ 5,497,745</b>	<b>\$ 5,551,236</b>	<b>\$ 5,546,228</b>	<b>\$ 48,483</b>	<b>0.9%</b>

### Custody Health Services— Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
041401	Adult Custody Med Svcs Fund 0001	\$ 9,932	\$ 295,265	\$ 317,622	\$ 317,622	\$ 22,357	7.6%
041402	Adult Custody Mental Health Svcs Fund 0001	4,916,855	5,202,481	5,233,614	5,228,606	26,125	0.5%
<b>Total Revenues</b>		<b>\$ 4,926,787</b>	<b>\$ 5,497,746</b>	<b>\$ 5,551,236</b>	<b>\$ 5,546,228</b>	<b>\$ 48,482</b>	<b>0.9%</b>





### Custody Health Services— Budget Unit 414 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 870	\$ —	\$ —	\$ —	—	—
Other Financing Sources	4,925,917	5,202,481	5,233,614	5,228,606	26,125	0.5%
Aid From Government Agencies - Federal	—	295,265	317,622	317,622	22,357	7.6%
<b>Total Revenues</b>	<b>\$ 4,926,787</b>	<b>\$ 5,497,746</b>	<b>\$ 5,551,236</b>	<b>\$ 5,546,228</b>	<b>\$ 48,482</b>	<b>0.9%</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 2017 Approved Budget	7.0	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(82,389)	—
IntraCounty Adjustments	—	84,471	—
Other Adjustments	—	(2,082)	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 3,488	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(3,488)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</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 2017 Approved Budget	15.7	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	105,191	—
IntraCounty Adjustments	—	(105,996)	—
Other Adjustments	—	805	—



**Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	<b>15.7</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (98,016)	\$ —
Decision Packages			
SCC.17 Add Personnel & Equipment for Jail Reform	1.0	216,094	—
Reduce PERS by \$7M due to prepayment of UAL	—	(6,645)	—
SCC.21 Delete Chronically Vacant FTE	-1.0	(111,433)	—
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 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	7,206	—
Other Adjustments	—	(7,206)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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 2017 Approved Budget	157.7	\$ 295,264	\$ 295,265
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			



### Adult Custody Med Svcs Fund 0001 — Cost Center 041401 Major Changes to the Budget

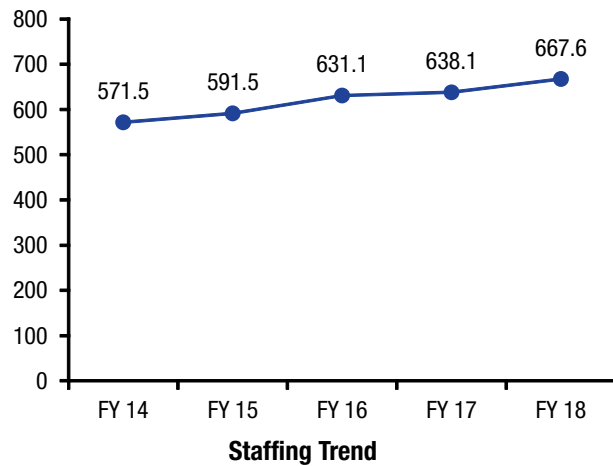
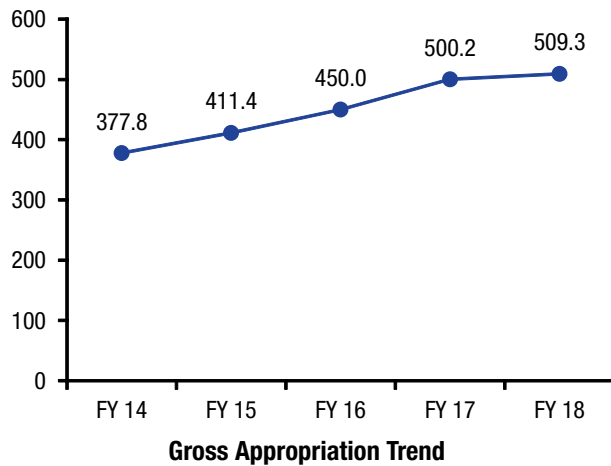
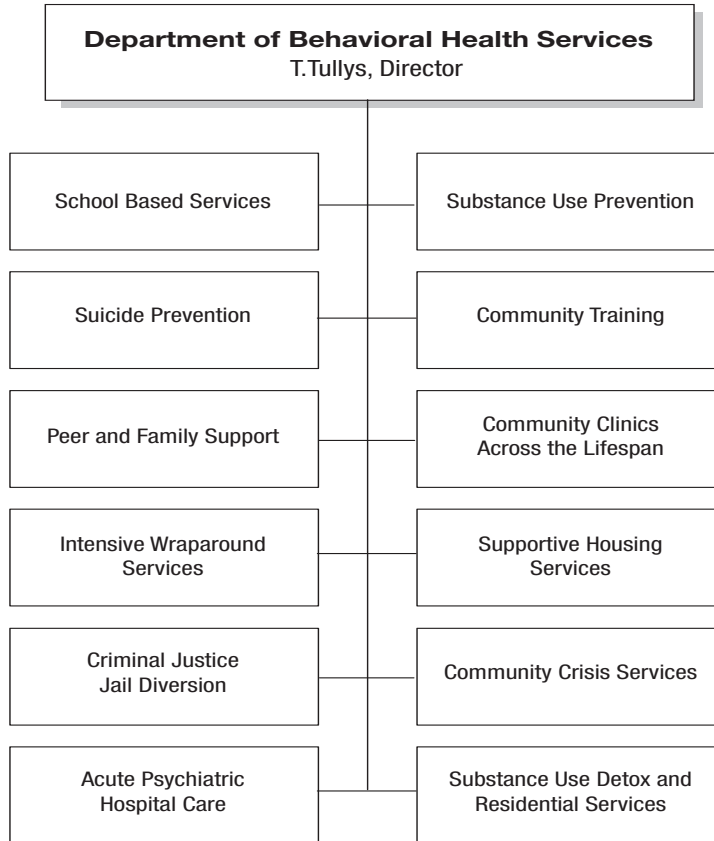
	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	1.5	972,820	—
IntraCounty Adjustments	—	(1,046,373)	—
Other Adjustments	—	95,911	22,357
<b>Subtotal (Current Level Budget)</b>	<b>159.2</b>	<b>\$ 317,622</b>	<b>\$ 317,622</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (480,533)	\$ —
Decision Packages			
SCC.17 Add Personnel & Equipment for Jail Reform	—	400,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(65,025)	—
SCC.21 Delete Chronically Vacant FTE	-2.0	(199,999)	—
SCC.17 Add Personnel & Equipment for Jail Reform	3.0	345,557	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>160.2</b>	<b>\$ 317,622</b>	<b>\$ 317,622</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 2017 Approved Budget	98.2	\$ 5,202,481	\$ 5,202,481
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	373,844	—
IntraCounty Adjustments	—	(318,129)	31,133
Other Adjustments	—	(24,582)	—
<b>Subtotal (Current Level Budget)</b>	<b>98.2</b>	<b>\$ 5,233,614</b>	<b>\$ 5,233,614</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 24,154	\$ (5,008)
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(29,162)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (5,008)</b>	<b>\$ (5,008)</b>
<b>Recommended Budget</b>	<b>98.2</b>	<b>\$ 5,228,606</b>	<b>\$ 5,228,606</b>



# Behavioral Health Services





## Description of Major Services

The County of Santa Clara provides an array of behavioral health services to residents with mental health issues, serious mental illness, and substance use disorders. These services are provided across the lifespan and have been developed for every age group, from newborns to the elderly. Direct care services are provided to residents with Medi-Cal benefits or those who are without insurance. Crisis and suicide lines are available by phone 24 hours per day for all residents.

Approximately 35,000 clients are served annually.

Community-based clinics provide a continuum of mental health and substance use treatment services based on client needs. The Department provides culturally and language specific services in community clinics strategically located within the county to allow for easy client and family access.

Community-based crisis services include mobile crisis teams, crisis residential facilities, crisis stabilization units, and the Mental Health Urgent Care Center. Individuals who need acute crisis services can go to Santa Clara Valley Medical Center's psychiatric emergency services. The Department works closely

with several acute psychiatric facilities to coordinate care for hospitalized clients. Children in crisis can be treated in a 24/7 Crisis Stabilization Unit.

Behavioral Health contracts with more than 50 community-based agencies to provide direct services to County residents. The department works closely with Santa Clara County's Office of Education and School Districts to provide school-based prevention and treatment services to children, youth, and families. In addition, the department supports the Santa Clara County Chapter of the National Alliance for the Mentally Ill, which offers an array of training, programs, and individual supports for consumers and family members.

Services include:

- 24 hours a day crisis line
- 24 hours a day crisis stabilization unit for children and youth
- Mental health urgent care
- Adult mobile crisis teams
- Three adult crisis residential facilities
- 24 hours a day suicide line
- Suicide prevention speaker's bureau
- Substance use prevention services for youth

- School Linked Services in 191 schools (106 elementary schools, 34 middle schools, 8 kindergarten-8th grade schools and 41 high schools)
- FIRST 5 services for children from birth to age 5
- Mental health first aid training
- Wellness recovery action planning training
- Crisis intervention training for law enforcement
- Two peer-led Wellness Centers for mental health consumers
- Ethnic and cultural peer outreach
- Ethnic and cultural treatment services
- LGBTQ services for youth
- Mental health and substance use community clinics across the county
- Case management and care coordination teams
- Supportive housing services for the homeless and individuals with serious mental illness
- Jail diversion programs for individuals with mental illness and substance use issues
- Intensive outpatient services for children and adults
- Children and adult acute hospital liaisons
- 24 Hour Care Team
- Adult social detoxification services
- Short-term residential substance use recovery services for adults and youth

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have contracts with this department:

- Abode Services
- Advent Group Ministries, Inc
- Alum Rock
- Asian American Community Involvement
- Bayfront
- Bill Wilson
- Caminar
- Catholic Charities
- Chamberlains Community Center
- Children's Health Council
- City of San Jose/Grace Baptist
- Community Solutions
- Countywide Alcohol and Drug Services, Inc.
- Crossroads
- Dependency Advocacy Center
- Eastfield Ming Quong Families First
- Family & Children Services
- Fred Finch
- Gardner Family Care Corporation
- Goodwill
- Health Trust
- Healthright 360
- HomeFirst
- HOPE Rehabilitation Services
- Horizons Services, Inc.
- Indian Health Care
- Kidango
- LifeMoves
- Mekong Community Center
- MH Advocacy Project - SC Co Bar Association
- Momentum
- Parisi House On The Hill
- Pathway Society
- Peninsula
- PATH
- Project Ninety
- Rebekah Children's Services
- Seneca
- Solace Supportive Living
- St. Vincent
- Ujima Adult & Family Services
- Unity Care
- Victor Treatment



## Learning Organization

Creating Trauma Informed Systems to Support Individuals and Families.

**Trauma and Mental Health** Trauma is a physical health and mental health issue that impacts more than an individual; it can have a ripple effect on others. Some communities are disproportionately affected by trauma due to poverty, a history of intergenerational trauma and health inequities. Trauma affects systems, as well as communities and individuals. A systemic preventive approach is needed to address trauma, which includes shared learning, a foundational understanding of trauma, and an understanding of the nature and impact of trauma on individuals, families and communities.

**Trauma Informed Systems Regional Initiative** Trauma Transformed - known as T2 - is a regional initiative bringing together seven Bay Area counties to build a trauma-informed system of care that improves understanding, response and care for trauma. Funded by a Substance Use Mental Health Services Administration grant, the T2 Oversight Committee includes policy, operations, care coordination and media teams, youth and family voice, and a robust evaluation.

T2 is offering a regional plan for dissemination of the Trauma-Informed Systems (TIS) Train the Trainer Program, intended to be part of a larger system transformation process that incorporates trauma-informed principles and practices across the region. The TIS Train the Trainer Program uses the principles of implementation science to ensure knowledge is transferred with structures that support commitment to change, embedded champions, alignment and collaboration within and across systems and sectors, leadership participation and continuous evaluation.

**T2 in Santa Clara County** In Santa Clara County, the Behavioral Health Services Department (BHSD) has taken the regional initiative to the local level and leads the T2 effort, which includes a broad range of county and community partners. The BHSD is collaborating with the County's Departments of Family and Children's Services, Public Health, Juvenile Probation, Criminal Justice, Santa Clara Valley Medical Center and First 5 Santa Clara County. In addition, several community organizations and individuals providing youth and consumer voice participate. Efforts are underway to

develop and implement trauma informed care and infuse trauma-informed practices at all levels within an organization. The focus has expanded to cross systems integration and collaboration of trauma-informed practices across systems and sustaining change in organizational and workforce functioning.

**Trauma Informed Systems 101 Training** The initial training, Trauma Informed Systems (TIS) 101, is the first component of a multi-pronged approach to developing and sustaining a trauma informed focus. The intent is to create a team of cross system trainers to disseminate knowledge throughout the County's system of providers. The TIS 101 is the basic, 3.5 hour training designed to help participants understand how trauma and stress impacts developing bodies and brains, communities, organizations and systems. The training focuses on the following six principles:

- understanding trauma and stress
- compassion and dependability
- safety and stability
- collaboration and empowerment
- cultural humility and responsiveness
- resilience and recovery

The training goal is to develop a cohort of lead trainers within Santa Clara County who will train others within their organizations, as well as be available for cross-systems training. In fall 2016, the first training cohort completed the training and currently provides trainings twice a month in their organizations. In June 2017, a second Train the Trainer series will be held, to add additional trainers, because the department wants to assure sustainability in Santa Clara County. In FY 17-18, the system goal is that all BHSD and contracted community-based provider direct service staff will complete the TIS 101 training.

## Measure of Success

**Readmission Rate:** The Behavioral Health Services Department (BHSD) will work to lower the use of psychiatric hospital services for adult mental health consumers who are readmitted to the hospital within 30 days. The readmission rate measures the unplanned readmissions of patients who have been discharged from acute psychiatric hospitals within the past 30 days. BHSD will implement a practice management solution

to improve data capture at the Barbara Arons Pavilion and contract hospitals to allow for more efficient intervention. Consumers will receive care in the community that supports their wellness and recovery and minimizes the need for acute psychiatric hospitalization.

Behavioral Health Services Department	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Measure of Success	Actual	Actual	Actual	Anticipated	Targeted
Readmission Rate	12.0%	13.2%	10.9%	10.0%	9.0%

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Maintain Information Systems Staffing	●	No impact on services	—	\$557,002	—
Enhance Clinical Risk Management	↑	To develop and update standards, policies, and procedures as well as develop and manage a Risk Management Plan.	1.0	\$169,069	(\$42,267)
Allocate Resources for School-Linked Services	↑	To continue the School-Linked Services program.	—	—	\$1,216,514
Enhance FIRST 5 KidConnections Service Capacity	↑	To address the urgent needs of young children.	11.5	—	—
Enhance AB109 Faith-Based Reentry Center Services	↑	To allow for additional slots for Faith-Based Reentry Centers to meet demand.	—	—	—
Enhance Behavioral Health Billing Staff	↑	To enhance infrastructure to manage day-to-day billing operations, Accounts Receivable, and support the Practice Management System.	—	\$469,211	(\$46,036)
Enhance Medication Assisted Treatment Service Physician	↑	To provide addiction specialty services.	1.0	—	(\$65,684)
Allocate Resources for Outreach to Homeless Individuals	↑	To provide outreach to homeless individuals in Palo Alto, downtown San Jose, & South County.	2.0	\$181,352	(\$45,338)

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

### ● Maintain Information Systems Staffing





**Recommended Action:** Allocate \$557,002 to maintain 4.0 FTE Information Systems positions previously funded by the Mental Health Services Act (MHSA).

**Service Impact:** The additional funding will allow the Behavioral Health Services Department (BHSD) to keep these positions to support ongoing BHSD information technology needs. In FY 2017-18, the Department will implement HealthLink for clinical documentation, several interfaces to Community Based Operations and a new Practice Management Solution for billing, claiming, managed care and State reporting. HealthLink will enable BHSD to share client data, contribute to a single care plan and align care coordination across the Health and Hospital System. Without these resources, it will not be possible to move forward with these technology initiatives.

**Ongoing Net Cost: \$557,002**

Ongoing Object 2: \$181,313

Ongoing reduction in MHSA revenue: \$738,315

### ↑ Enhance Clinical Risk Management

**Recommended Action:** Add 1.0 FTE Senior Health Care Program Manager position for Clinical Risk Management

**Service Impact:** The Senior Health Care Program Manager will serve as the Clinical Risk Prevention Manager. This position will develop and update standards, policies and procedures consistent with State and Federal regulations, develop and manage a Risk Management Plan, respond to and address service delivery risks, lead State audits and reviews, and provide training to County staff and contract providers on risk management and prevention.

Since January 2015, the BHSD has focused on building management infrastructure to support the expansion of services, improve the quality of care for clients/consumers and strengthen core administrative and managed care functions. This additional senior manager position will assist in leading critical administrative functions as the BHSD implements the

1115 Waiver for the Substance Use Organized Delivery System, and continues to expand substance use, crisis, care coordination and jail diversion services.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$169,069**

**One-time Savings: \$42,267**

Salary savings reflecting time for recruitment

### ↑ Allocate Resources for School-Linked Services

**Recommended Action:** Allocate \$1.2 million in one-time funding to continue the School-Linked Services program.

**Service Impact:** The School-Linked Services (SLS) program is currently in the second year of a three-year pilot to address the achievement gap for children and youth in Santa Clara County negatively impacted by social, environmental and economic disparities. These disparities are closely tied to poor school performance, excessive absence, behavioral problems and failure to graduate. This one-time funding would allow the department to complete the pilot program.

In 2014, funds were allocated to implement a single model of SLS services in five school districts, leveraging the two key components. The single model would assure a consistent and targeted investment in these services, support parallel evaluation of services at these sites, and provide information about the impact of these services for children and families in a uniform manner. It would also provide the basis for a pre and post pilot program evaluation.

**One-Time Cost: \$1,216,514**

Partially offset by \$913,258 in 2012 Measure A Funds

### ↑ Enhance FIRST 5 KidConnections Service Capacity

**Recommended Action:** Add 11.5 FTE positions for the FIRST 5 KidConnections program.

## Summary of Position Changes

Class	Description	FTE
P93	Clinical Psychologist	0.5
C83	Health Care Program Manager II	1.0
D2E	Health Services Representative	1.0
D1F	Mental Health Office Supervisor	1.0
D2J	Mental Health Peer Support Worker	2.0
Y41	Psychiatric Social Worker II	3.0
R13	Psychosocial Occupational Therapist	2.0
P67	Rehabilitation Counselor	1.0
<b>Total</b>		<b>11.5</b>

**Service Impact:** Creation of a County-operated team will address the urgent needs of young children from birth through age 5 and their families. The BHSD is responsible for the oversight of the FIRST 5 System of Care (KidConnections) program. This program gives families with children ages zero to five, access to developmental specialist consultation, home visitation and therapeutic services. Families are referred through the BHSD Call Center, creating a seamless access point for mental health service delivery.

### Positions Added: 11.5 FTE

#### Ongoing Net Cost: \$0

Ongoing Cost in Salaries & Benefits: \$1,450,050  
 Ongoing reduction in Services & Supplies: \$386,468  
 Ongoing increase in Revenue: \$1,063,582

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

One-time Cost in Services and Supplies: \$55,200  
 One-time Revenue: \$55,200

## ↑ Enhance AB109 Faith-Based Reentry Center Services

**Recommended Action:** Allocate \$1.5 million in one-time funding for additional Faith-Based Reentry Center services to support reentry clients referred by reentry stakeholders.

**Service Impact:** Additional funding will allow for an additional 35 slots for each of the four Faith-Based Reentry Centers (FBRC) to meet the demand from key reentry stakeholders such as the Office of the Sheriff, Custody Health, Probation, and Pretrial Services. This will expand case-managed service slots from the current 50 per FBRC to 85 per year, for a total 340 slots annually.

This increased number of slots will provide an unparalleled opportunity for both the County and Community Based Organizations to foster collaboration among law enforcement agencies, faith-based organizations and direct service providers.

FBRCs are one-stop resource centers where clients can access reentry services such as case management, housing, food assistance, clothing, and post release mentoring, and other reentry services. The centers link individuals and their families to spiritual support, mentorship and immediate and long-term resources and support.

### One-Time Cost: \$0

One-time cost of \$1,500,000 is offset by a Transfer In from the AB109 Fund

## ↑ Enhance Behavioral Health Billing Staff

**Recommended Action:** Allocate \$469,211 to fund 2.0 FTE Patient Business Services Clerk positions requested in Santa Clara Valley Medical Center (SCVMC) budget and 2.0 FTE Revenue Control Analyst positions previously funded by MHSA revenue.

**Service Impact:** The Patient Business Services Clerk requested in the SCVMC budget will enhance infrastructure to manage day-to-day billing operations, reduce Accounts Receivable, and support the new Practice Management Systems (PMS) implementation.

The two Patient Business Service Clerks positions will focus on reducing Accounts Receivable and claim denials, provide information and technical assistance on denials to BHSD contract agencies and ensure that denials are addressed timely. In addition, these positions will support the implementation of the new PMS. This new system will facilitate State Reporting requirements and billing functions, and provide an interface for data capture with the contracted, community-based organizations that provide direct services.

The two Revenue Control Analyst positions have been funded through the Mental Health Services Act; however, the funding for these positions will expire in June 2017. These two positions are essential to the day-to-day operation of the Behavioral Health billing unit

which provides reports, tracks and updates changes to payor codes, addresses and resolves billing issues, and conducts research for financial audits.

**Ongoing Cost: \$469,211**  
**One-Time Savings: \$46,036**

Salary savings reflecting time for recruitment of the two positions in SCVMC

**↑ Enhance Medication Assisted Treatment Services**

**Recommended Action:** Add 1.0 FTE Staff Physician II position to provide addiction specialty services.

**Service Impact:** The addition of this addiction specialist physician will provide the additional medical services and consultation needed or the implementation of the Drug Medical Organized Delivery System Waiver. The Waiver calls for increased use of Medication Assisted Treatments to reduce physical and psychological cravings associated with withdrawal. Studies have shown these medication are effective in reducing the likelihood the patient will return to the hospital or residential treatment and the likelihood of continued abstinence. This physician will also consult with primary care physicians on patients who are exhibiting substance abuse or dependence and provide consultation on how best to address the addiction with the other primary care medical issues. The position will improve the care and recovery of high risk patients who

typically have co-occurring issues of substance use and mental health issues that complicate the managing of chronic health conditions.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$0**

Ongoing cost in Salaries and Benefits: \$261,890  
 Ongoing reduction in Services and Supplies; \$261,890

**One-Time Net Cost; \$0**

Salary savings reflecting time for recruitment: \$65,684  
 One-time increase in Services and Supplies: \$65,684

**↑ Allocate Resources for Outreach to Homeless Individuals**

**Recommended Action:** Add 2.0 FTE Mental Health Community Worker positions to provide outreach services to homeless individuals and families in Palo Alto, Downtown San Jose and South County.

**Service Impact:** The addition of these positions will expand outreach and linkage services in Palo Alto, augment outreach in San Jose, and establish an outreach team in South County. for homeless individuals.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$181,352**

**One-time Savings: \$45,338**

Salary Savings reflecting time for recruitment

**Behavioral Health Services Department— Budget Unit 415**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
041501	Mental Health	\$ 365,316,347	\$ 434,574,980	\$ 428,887,000	\$ 438,580,534	\$ 4,005,554	0.9%
041502	Alcohol And Drug	52,313,789	53,828,508	57,196,871	57,190,736	3,362,228	6.2%
<b>Total Net Expenditures</b>		<b>\$ 417,630,136</b>	<b>\$ 488,403,487</b>	<b>\$ 486,083,871</b>	<b>\$ 495,771,270</b>	<b>\$ 7,367,782</b>	<b>1.5%</b>



**Behavioral Health Services Department— Budget Unit 415**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
041501	Mental Health	\$ 370,315,938	\$ 440,599,416	\$ 436,626,496	\$ 446,320,030	\$ 5,720,614	1.3%
041502	Alcohol And Drug	54,448,239	59,596,759	62,965,122	62,958,987	3,362,228	5.6%
<b>Total Gross Expenditures</b>		<b>\$ 424,764,177</b>	<b>\$ 500,196,174</b>	<b>\$ 499,591,618</b>	<b>\$ 509,279,017</b>	<b>\$ 9,082,842</b>	<b>1.8%</b>

**Behavioral Health Services Department— Budget Unit 415**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 78,741,158	\$ 88,489,580	\$ 93,992,580	\$ 95,709,148	\$ 7,219,568	8.2%
Services And Supplies	345,265,417	411,300,435	405,246,879	413,217,710	1,917,274	0.5%
Fixed Assets	47,000	54,000	—	—	(54,000)	-100.0%
Operating/Equity Transfers	710,601	—	—	—	—	—
Reserves	—	352,159	352,159	352,159	—	—
<b>Total Gross Expenditures</b>	<b>\$ 424,764,177</b>	<b>\$ 500,196,174</b>	<b>\$ 499,591,618</b>	<b>\$ 509,279,017</b>	<b>\$ 9,082,842</b>	<b>1.8%</b>
Expenditure Transfers	(7,134,041)	(11,792,687)	(13,507,747)	(13,507,747)	(1,715,060)	14.5%
<b>Total Net Expenditures</b>	<b>\$ 417,630,136</b>	<b>\$ 488,403,487</b>	<b>\$ 486,083,871</b>	<b>\$ 495,771,270</b>	<b>\$ 7,367,782</b>	<b>1.5%</b>

**Behavioral Health Services Department— Budget Unit 415**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
041501	Mental Health	\$ 268,904,142	\$ 297,497,104	\$ 301,970,949	\$ 303,385,032	\$ 5,887,928	2.0%
041502	Alcohol And Drug	23,201,989	23,902,434	24,184,988	24,184,988	282,554	1.2%
<b>Total Revenues</b>		<b>\$ 292,106,131</b>	<b>\$ 321,399,538</b>	<b>\$ 326,155,937</b>	<b>\$ 327,570,020</b>	<b>\$ 6,170,482</b>	<b>1.9%</b>



## Behavioral Health Services Department— Budget Unit 415

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 6,033,571	\$ 3,146,490	\$ 3,464,855	\$ 3,464,855	\$ 318,365	10.1%
Other Financing Sources	152,516,545	191,851,480	190,867,666	191,162,967	(688,513)	-0.4%
Aid From Government Agencies - Federal	126,940,507	117,423,706	122,212,000	122,911,239	5,487,533	4.7%
Aid From Government Agencies - State	6,615,508	8,977,862	8,383,606	8,803,149	(174,713)	-1.9%
Revenue From Other Government Agencies	—	—	1,227,810	1,227,810	1,227,810	n/a
<b>Total Revenues</b>	<b>\$ 292,106,131</b>	<b>\$ 321,399,538</b>	<b>\$ 326,155,937</b>	<b>\$ 327,570,020</b>	<b>\$ 6,170,482</b>	<b>1.9%</b>

## Mental Health — Cost Center 041501

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	460.6	\$ 434,574,980	\$ 297,497,104
Board Approved Adjustments During FY 2017	13.0	2,240,849	7,811,252
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,458,881	—
IntraCounty Adjustments	—	67,098	(3,783,814)
Other Adjustments	—	(10,454,808)	446,407
<b>Subtotal (Current Level Budget)</b>	<b>473.6</b>	<b>\$ 428,887,000</b>	<b>\$ 301,970,949</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 367,067	\$ 295,301
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(138,872)	—
415.2 Enhance Clinical Risk Management	1.0	126,802	—
415.7 Enhance FIRST 5 KidConnections Service Capacity	11.5	1,118,782	1,118,782
SCC.03 Enhance AB109 Faith-Based Reentry Center Services	—	1,500,000	—
168.10 Allocate Resources for Outreach to Homeless Individua	2.0	136,014	—
415.6 Allocate Resources for School-Linked Services	—	1,216,514	—
Information Technology			
FY18 Behavioral Health Services PMS	—	5,367,227	—
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>14.5</b>	<b>\$ 9,693,534</b>	<b>\$ 1,414,083</b>
<b>Recommended Budget</b>	<b>488.1</b>	<b>\$ 438,580,534</b>	<b>\$ 303,385,032</b>

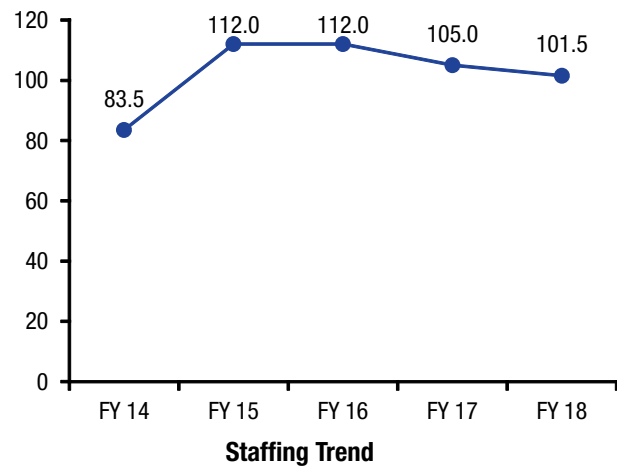
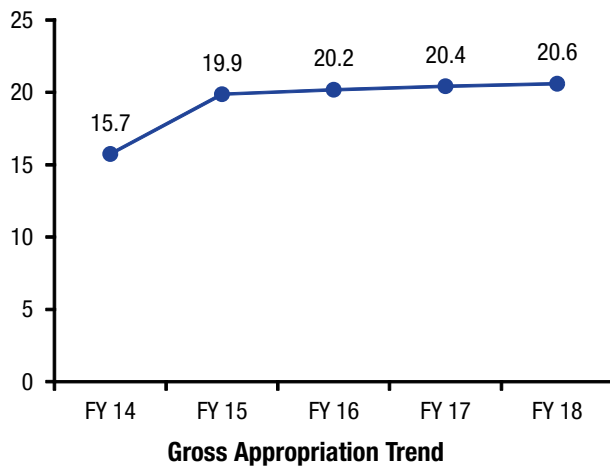
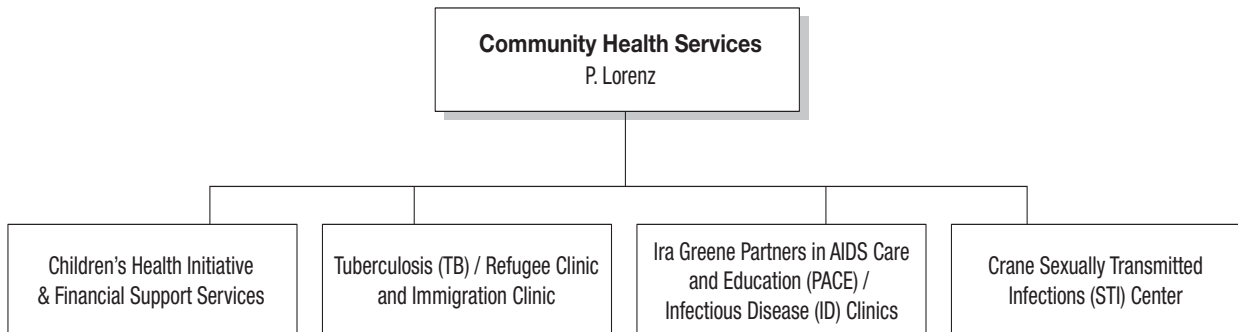


**Alcohol And Drug — Cost Center 041502**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	178.5	\$ 53,828,508	\$ 23,902,434
Board Approved Adjustments During FY 2017	—	283,699	282,554
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	800,906	—
IntraCounty Adjustments	—	1,751,293	—
Other Adjustments	—	532,465	—
<b>Subtotal (Current Level Budget)</b>	<b>178.5</b>	<b>\$ 57,196,871</b>	<b>\$ 24,184,988</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 47,497	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(53,632)	—
415.3 Enhance Medication Assisted Treatment Service Physicia	1.0	—	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ (6,135)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>179.5</b>	<b>\$ 57,190,736</b>	<b>\$ 24,184,988</b>



# Community Health Services



Section 4: Santa Clara Valley Health and Hospital System





## Description of Major Services

Community Health Services (CHS) is composed of ambulatory public health clinics (PHC) and financial support services (FSS). The clinics conduct health assessments and provide treatment for residents and refugees diagnosed with human immunodeficiency virus (HIV) and tuberculosis (TB). Financial support services improves access to health-care services through the enrollment of prospective uninsured patients into appropriate public health insurance programs, thereby increasing revenue.

### Ambulatory Public Health Clinics

CHS includes three clinics: The Ira Greene Partners in AIDS Care and Education (PACE) Clinic, the TB/Refugee Clinic and Immigration Clinic, and the Crane Sexually Transmitted Infections (STI) Center. The PACE Clinic provides comprehensive primary care and support services to patients in all stages of HIV/AIDS. These services include clinical treatment, case management, psychotherapy, nutrition, health education, and outreach. Additionally, the clinic offers specialized programs focusing on treatment adherence, enhanced geographical access to services, and women and children. Funding is provided through Federal and

State grants, which require a maintenance of effort in continuing County funding. Additional funding is received from the Medicare and Medi-Cal programs.

The PACE Clinic also includes the Infectious Disease (ID) Clinic, which serves all Santa Clara Valley Health and Hospital System patients. ID offers treatment for infections that may result from exposure to infectious disease, organ transplant, or other surgical procedures. Services include antibiotic therapy for a multitude of diseases, such as meningitis and other nervous-system infections, osteomyelitis, pneumonia, sepsis, fungal infections, and medical-device-associated infections.

The TB Clinic diagnoses and treats patients with active or latent tuberculosis. Additional services include providing refugee health assessments and immigrant status (U.S. Citizenship and Immigration Services form I-693) health screenings. Because successful TB treatment requires higher rates of compliance, the TB Clinic uses a more comprehensive mix of staffing than a traditional primary care clinic to protect the public's health. The TB Clinic is a Federal Qualified Health



Center (FQHC), making it eligible for Federal funds, and also receives grant funding via the TB Control and State Refugee Health Branch.

The Crane STI Center, a collaborative effort of Ambulatory and Community Health Services and the Public Health Department, provides free HIV and Hepatitis C testing, as well as low-cost screenings, diagnosis, and treatment for sexually transmitted infections. Patients have the option to remain anonymous and services are confidential.

**Community Based Organizations (CBO):** The following are Community Based Organizations that currently have contracts with this department:

- Asian American Community Involvement
- Community Health Partnership
- Gardner Family Health Network
- Indian Health Center
- May View Community Health Center
- Planned Parenthood Mar Monte
- School Health Clinic

## Measure of Success

**Reduction of newly acquired infection rates:** The Ambulatory and Community Health Services Department's public health clinics will reduce the infection rate of communicable diseases such as HIV and tuberculosis to increase healthy life years with less

burden of illness care. By analyzing the number of infection cases, the measurement being developed will drive preventive health initiatives more efficiently to control the spread of those infections.

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Delete Chronically Vacant Positions	●	The recommendation will not impact current service levels	(3.5)	(\$346,553)	—
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

### ● Delete Chronically Vacant Positions

**Recommended Action:** Delete 3.5 FTE Senior Health Services Representative positions that have been chronically vacant for more than two years. The positions deleted are as follows:

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two

years as part of the development of each Recommended Budget. The County Executive 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 2016. 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.

**Positions Deleted: 3.5 FTE**  
**Ongoing Savings: \$346,553**



### Community Health Services— Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4181	School Linked Svcs Fund 0001	\$ 359	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	6,722,331	7,403,601	7,414,968	7,056,940	(346,661)	-4.7%
4183	Partners in AIDS Care & Education Fund 0001	3,681,053	4,086,581	4,318,411	4,320,021	233,440	5.7%
4184	TB Refugee Clinic Fund 0001	3,843,364	3,838,722	4,009,146	4,005,144	166,422	4.3%
4185	Community Clinics Fund 0001	3,765,684	3,872,242	3,978,717	3,978,441	106,199	2.7%
4186	ACHS STD Clinic at Lenzen - Fund 0001	116,591	17,743	97,568	97,568	79,825	449.9%
4187	Immigration Clinic - F0001	2,354	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 18,131,736</b>	<b>\$ 19,218,890</b>	<b>\$ 19,818,810</b>	<b>\$ 19,458,114</b>	<b>\$ 239,224</b>	<b>1.2%</b>

### Community Health Services— Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4181	School Linked Svcs Fund 0001	\$ 359	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	6,722,331	7,403,601	7,414,968	7,056,940	(346,661)	-4.7%
4183	Partners in AIDS Care & Education Fund 0001	4,481,126	4,936,908	5,178,738	5,180,348	243,440	4.9%
4184	TB Refugee Clinic Fund 0001	4,038,488	4,020,328	4,200,524	4,196,522	176,194	4.4%
4185	Community Clinics Fund 0001	3,765,684	3,872,242	3,978,717	3,978,441	106,199	2.7%
4186	ACHS STD Clinic at Lenzen - Fund 0001	116,591	195,102	194,927	194,927	(175)	-0.1%
4187	Immigration Clinic - F0001	2,354	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 19,126,933</b>	<b>\$ 20,428,182</b>	<b>\$ 20,967,874</b>	<b>\$ 20,607,178</b>	<b>\$ 178,996</b>	<b>0.9%</b>

### Community Health Services— Budget Unit 418 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 12,687,139	\$ 12,834,076	\$ 13,059,201	\$ 12,684,335	\$(149,741)	-1.2%
Services And Supplies	6,439,794	7,594,106	7,908,673	7,922,843	328,737	4.3%
<b>Total Gross Expenditures</b>	<b>\$ 19,126,933</b>	<b>\$ 20,428,182</b>	<b>\$ 20,967,874</b>	<b>\$ 20,607,178</b>	<b>\$ 178,996</b>	<b>0.9%</b>
Expenditure Transfers	(995,197)	(1,209,292)	(1,149,064)	(1,149,064)	60,228	-5.0%
<b>Total Net Expenditures</b>	<b>\$ 18,131,736</b>	<b>\$ 19,218,890</b>	<b>\$ 19,818,810</b>	<b>\$ 19,458,114</b>	<b>\$ 239,224</b>	<b>1.2%</b>



### Community Health Services— Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	\$ 1,423,889	\$ 1,225,039	\$ 1,159,039	\$ 1,159,039	\$(66,000)	-5.4%
4183	Partners in AIDS Care & Education Fund 0001	1,581,912	1,421,073	1,220,312	1,220,312	(200,761)	-14.1%
4184	TB Refugee Clinic Fund 0001	2,477,992	2,381,443	2,219,658	2,219,658	(161,785)	-6.8%
4185	Community Clinics Fund 0001	12,199	—	—	—	—	—
<b>Total Revenues</b>		<b>\$ 5,495,992</b>	<b>\$ 5,027,555</b>	<b>\$ 4,599,009</b>	<b>\$ 4,599,009</b>	<b>\$(428,546)</b>	<b>-8.5%</b>

### Community Health Services— Budget Unit 418 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Aid From Government Agencies - State	\$ 322,734	\$ 434,878	\$ 434,878	\$ 434,878	—	—
Aid From Government Agencies - Federal	1,295,186	1,108,476	1,067,518	1,067,518	(40,958)	-3.7%
Other Financing Sources	1,587,909	1,290,760	1,310,517	1,310,517	19,757	1.5%
Charges For Services	2,290,163	2,193,441	1,786,096	1,786,096	(407,345)	-18.6%
<b>Total Revenues</b>	<b>\$ 5,495,992</b>	<b>\$ 5,027,555</b>	<b>\$ 4,599,009</b>	<b>\$ 4,599,009</b>	<b>\$(428,546)</b>	<b>-8.5%</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 2017 Approved Budget	57.5	\$ 7,403,601	\$ 1,225,039
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	114,300	—
IntraCounty Adjustments	—	(74,849)	—
Other Adjustments	—	(28,084)	(66,000)
<b>Subtotal (Current Level Budget)</b>	<b>57.5</b>	<b>\$ 7,414,968</b>	<b>\$ 1,159,039</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,274	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(12,749)	—



**Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
SCC.21 Delete Chronically Vacant FTE	-3.5	(346,553)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-3.5</b>	<b>\$ (358,028)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>54.0</b>	<b>\$ 7,056,940</b>	<b>\$ 1,159,039</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 2017 Approved Budget	24.5	\$ 4,086,581	\$ 1,421,073
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	45,993	—
IntraCounty Adjustments	—	199,744	—
Other Adjustments	—	(13,907)	(200,761)
<b>Subtotal (Current Level Budget)</b>	<b>24.5</b>	<b>\$ 4,318,411</b>	<b>\$ 1,220,312</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 9,211	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(7,601)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,610</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>24.5</b>	<b>\$ 4,320,021</b>	<b>\$ 1,220,312</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 2017 Approved Budget	22.0	\$ 3,838,722	\$ 2,381,443
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	134,925	—
IntraCounty Adjustments	—	49,239	—
Other Adjustments	—	(13,740)	(161,785)
<b>Subtotal (Current Level Budget)</b>	<b>22.0</b>	<b>\$ 4,009,146</b>	<b>\$ 2,219,658</b>
<b>Recommended Changes for FY 2018</b>			



**TB Refugee Clinic Fund 0001 — Cost Center 4184**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 3,685	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(7,687)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (4,002)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>22.0</b>	<b>\$ 4,005,144</b>	<b>\$ 2,219,658</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 2017 Approved Budget	1.0	\$ 3,872,242	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,510	—
IntraCounty Adjustments	—	(2,382)	—
Other Adjustments	—	106,347	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0</b>	<b>\$ 3,978,717</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(276)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (276)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>1.0</b>	<b>\$ 3,978,441</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 2017 Approved Budget	—	\$ 17,743	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	80,000	—
Other Adjustments	—	(175)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 97,568</b>	<b>\$ —</b>

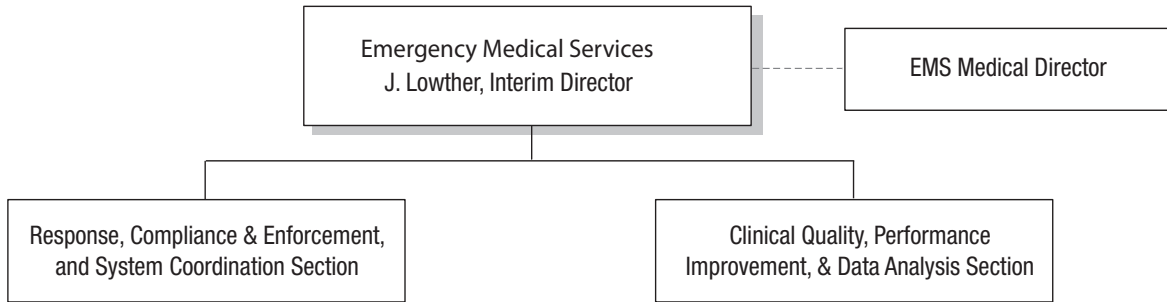


**ACHS STD Clinic at Lenzen - Fund 0001 — Cost Center 4186**  
**Major Changes to the Budget**

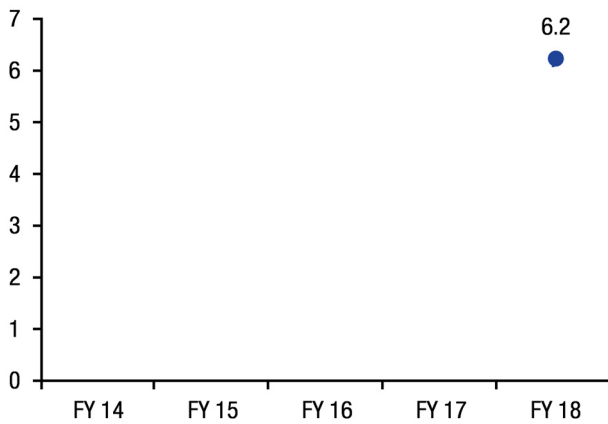
	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>97,568 \$</b>	<b>—</b>



# Emergency Medical Services

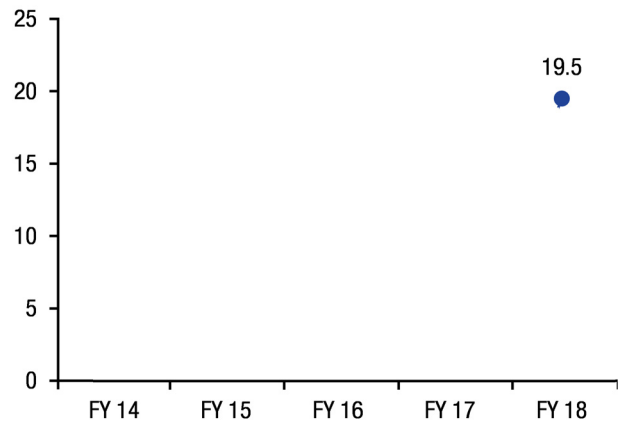


Section 4: Santa Clara Valley Health and Hospital System



**Gross Appropriation Trend**

Data for FY13-14 through FY16-17 included in the Public Health Department budget



**Staffing Trend**

Data for FY13-14 through FY16-17 included in the Public Health Department budget





## Description of Major Services

The Emergency Medical Services (EMS) Agency plans, regulates, evaluates, and assures quality in the Santa Clara County emergency medical services system. This system includes all medical dispatch centers, fire-service-based first responders, all emergency and nonemergency ambulance providers, hospitals, and specialty care facilities. The EMS Agency also supervises the field operations of the EMS system and coordinates the provision of system-wide medical care at multi-casualty incidents and disasters. The EMS Agency also monitors operational, clinical, contract, and regulatory compliance and certifies, accredits, and authorizes prehospital personnel and prehospital training organizations.

The County has a mix of permitted private and public EMS organizations providing different levels of care, including basic life support (which can be provided by an emergency medical technician), advanced life support (which requires care from a paramedic), and interfacility transport services via critical care transport nurse or paramedic. The 911 EMS System provides advanced life support and is responsible for treating and transporting ill and injured individuals. Fire departments and law enforcement ensure first responder and scene safety for the injured and crews.

The strategic EMS system assessment and planning process will be collaborative and should integrate the counsel and participation of the County's EMS Committee and EMS system stakeholders, including fire districts and departments, hospitals, noncontracted ambulance providers, prehospital training programs, and the County contracted ambulance provider, Rural/Metro of California, Inc.

Each year, Santa Clara EMS 911 call centers receive more than 125,000 calls resulting in over 80,000 patients transported by 911 ambulance. With a residential population of 1.8 million, an average daytime population of up to 2.2 million people, and 1,132 mostly rural square miles, the 911 system needs to be flexible and diverse. The EMS Agency accredits and regulates the practice of more than 2,800 emergency medical technicians, over 800 paramedics, 25 mobile intensive care nurses, and 21 accredited EMS field supervisors.

Accredited personnel work 24 hours per day, 365 days per year for 11 fire departments, 10 ground ambulance services, and two air ambulance services. Further, Santa Clara County has 12 acute care hospitals with 11 emergency departments able to receive 911 patients by ambulance. For patients with special needs, emergency services are available from nine stroke centers, eight centers for the serious heart event called ST-elevation myocardial infarction (STEMI) with capabilities for



advanced cardiac diagnostics and care, three certified trauma centers, and a burn center. Santa Clara County's specialty centers and prehospital medical protocols ensure that critically ill or injured patients are taken exactly where they need to be quickly and safely.

The System also includes 55 dedicated 911 county ambulances, over 150 fire vehicles, over 200 private ambulances, three medical transport helicopters, and 18 EMS support units. These EMS assets are permitted through the EMS Agency prior to entering service to assure that all EMS resources (fire, air and ambulance) maintain the inventory standards in Santa Clara County.

To ensure responders are properly trained to local, state and federal standards, the EMS Agency approves, reviews, and audits the educational entities that provide initial training and continuing education to EMT's and paramedics within Santa Clara County. The Agency also creates, maintains, and distributes community education materials to all EMS system providers to ensure the EMS system is providing appropriate and relevant education to the public

## Measures of Success

**Cardiac Arrest Training:** The Emergency Medical Services Department will improve cardiac arrest data collection and prehospital clinical practices in cardiopulmonary resuscitation and monitor the effects on patient outcome. By providing high performance CPR training to 911 EMS providers in Santa Clara County, the department will use the Utstein model (uniform data reporting) to determine the magnitude of the effect locally. This will reduce the burden of illness and injury with early recognition and treatment of time-sensitive illness.

**Lower Ambulance Cancellation Rate:** The Department seeks to reduce the 911 ambulance cancellation rate by 5 percent by the end of June 2018. Reducing unnecessary ambulance dispatches could increase the total number of available ambulances for life threatening emergencies. The percentage of incidents will be recorded on a monthly basis to compare previous year's incidents during respective months.

**Lower Ambulance Patient Offload Time:** The Department will reduce current ambulance patient offload time in all hospitals to 25 minutes or less (measured at the 90th percentile) by December 2017. This will improve the customer experience, the efficient allocation of resources, and timely access to EMS services. On a monthly basis, the Department will determine the 90th percentile for all ambulance offload times in the County measuring time from the ambulance arrival at the hospital until the hospital assumes care.

Emergency Medical Services Department		FY15-16	FY16-17	FY17-18
Measures of Success		Actual	Anticipated	Targeted
	Cardiac arrest training/high performance CPR	33.27%	35%	45%
	Reduce ambulance cancellations rate by 5% year-over-year	35%	35%	35%
	Reduce ambulance patient offload time to 25 minutes	45.32 min	45 min	40 min



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Create New Department for Emergency Services	●	Create a new department of EMS and transfer from Public Health	18.5	\$2,088,543	—
Adjust Emergency Medical Services Revenues and Expenditures	●	Fund strategic and long-range projects that benefit the EMS system	—	—	—
Transfer Position and Delete Reimbursement to Emergency Medical Services	●	No impact on client services	1.0	\$27,702	—
Augment Automated External Defibrillators	↑	Increase number of AEDs throughout the community	—	—	\$500,000

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

#### ● Create New Department for Emergency Medical Services

**Recommended Action:** Create new department of Emergency Medical Services (EMS), Budget Unit 420, and transfer 18.50 FTE positions, net operating costs of \$6,857,468, net revenues of \$4,768,925, and the EMS Trust Fund currently budgeted in the Public Health Department.

**Service Impact:** There is no impact to services. The EMS Agency will transition from a unit within the Public Health Department to a department within the Santa Clara Valley Health and Hospital System. The move will better position the EMS Department regulatory authority function and better integrate its services into a continuum of care for patients.

**Positions Added: 18.50 FTE**  
**Ongoing Net Cost: \$2,088,543**  
 Ongoing Operating Costs: \$6,857,468  
 Ongoing Revenue: \$4,768,925  
 Costs offset by savings in Public Health

#### ● Adjust Emergency Medical Services Revenues and Expenditures

**Recommended Action:** Reduce revenue to the 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 training, education and recognition, one-time funding for EMS system users, and EMS system strategic initiatives.

**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 26, 2017 Health and Hospital Committee meeting.

**Ongoing General Fund Net Cost: \$0**  
 Ongoing Revenue Reduction to EMS Trust Fund: \$645,125  
 Decreased Expenditure to EMS Trust Fund: \$895,125

#### ● Transfer Position and Delete Reimbursement to Emergency Medical Services

**Recommended Action:** Transfer 1.0 FTE Office Specialist III position from the California Children's Services (CCS) program to the EMS Department and reduce CCS services and supplies by \$95,134. Delete reimbursement from Public Health by \$23,070 for an Executive Assistant position that no longer supports Public Health.



**Service Impact:** This recommendation will have no impact on current service levels. The Office Specialist III position was administratively moved from the CCS program to EMS to provide clerical support to the Automated External Defibrillator program. The position was previously vacant in the CCS program, because the program was restructured to reflect a more integrated staffing approach in the nursing medical case management unit.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$27,702**

Increase in Salaries & Benefits: \$99,766  
 Decrease in Services & Supplies: \$95,134  
 Reduction in Reimbursement from Public Health: \$23,070  
 Savings offset by costs in EMS

**↑ Augment Automated External Defibrillators (AED)**

**Recommended Action:** The recommendation allocates one-time funding of \$500,000 to Emergency Medical Services to purchase and install AEDs in Santa Clara County buildings and sheriff patrol vehicles.

Sudden cardiac arrest is a leading cause of death in the United States. The American Heart Association (AHA) estimates that about 250,000 people die of coronary heart disease before reaching the hospital each year.<sup>1</sup> Unlike many other life-threatening illnesses and conditions, sudden cardiac arrest often occurs outside of a medical setting. In such settings, the victim's only chance for survival rests with the arrival of an emergency medical service. AEDs are sophisticated, computerized devices that are reliable and simple to operate, enabling lay rescuers with minimal training to administer lifesaving intervention. The recommendation will increase the survival rate of residents experiencing a Sudden Cardiac Arrest (SCA) by increasing the number of AEDs throughout the community.

**One-Time Net Cost: \$500,000**

Partially offset by \$250,000 in 2012 Measure A Funds

**Emergency Medical Services— Budget Unit 420**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2934	Emergency Medical Svcs Fund 0001	\$ 4,053,065	\$ 4,058,225	\$ 4,054,693	\$ 4,087,574	\$ 29,348	0.7%
2802	Emergency Med Svcs Sys Improvement-F0001	1,159,968	2,655,000	2,655,000	2,000,000	(655,000)	-24.7%
2822	State Homeland Security Grant -F0001	1,833	121,846	147,775	147,534	25,688	21.1%
<b>Total Net Expenditures</b>		<b>\$ 5,214,867</b>	<b>\$ 6,835,071</b>	<b>\$ 6,857,468</b>	<b>\$ 6,235,108</b>	<b>(599,963)</b>	<b>-8.8%</b>



### Emergency Medical Services— Budget Unit 420 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2934	Emergency Medical Svcs Fund 0001	\$ 4,053,065	\$ 4,081,295	\$ 4,077,763	\$ 4,087,574	6,278	0.2%
2802	Emergency Med Svcs Sys Improvement-F0001	1,159,968	2,655,000	2,655,000	2,000,000	(655,000)	-24.7%
2822	State Homeland Security Grant -F0001	112,517	121,846	147,775	147,534	25,688	21.1%
<b>Total Gross Expenditures</b>		<b>\$ 5,325,551</b>	<b>\$ 6,858,141</b>	<b>\$ 6,880,538</b>	<b>\$ 6,235,108</b>	<b>(623,033)</b>	<b>-9.1%</b>

### Emergency Medical Services— Budget Unit 420 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 3,043,303	\$ 3,210,993	\$ 3,212,498	\$ 3,305,902	94,909	3.0%
Services And Supplies	2,250,557	3,647,148	3,668,040	2,929,206	(717,942)	-19.7%
Fixed Assets	31,692	—	—	—	—	—
<b>Total Gross Expenditures</b>	<b>\$ 5,325,551</b>	<b>\$ 6,858,141</b>	<b>\$ 6,880,538</b>	<b>\$ 6,235,108</b>	<b>(623,033)</b>	<b>-9.1%</b>
Expenditure Transfers	(110,684)	(23,070)	(23,070)	—	23,070	-100.0%
<b>Total Net Expenditures</b>	<b>\$ 5,214,867</b>	<b>\$ 6,835,071</b>	<b>\$ 6,857,468</b>	<b>\$ 6,235,108</b>	<b>(599,963)</b>	<b>-8.8%</b>

### Emergency Medical Services— Budget Unit 420 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
2934	Emergency Medical Svcs Fund 0001	\$ 3,020,817	\$ 2,064,500	\$ 2,113,925	\$ 2,123,800	59,300	2.9%
2802	Emergency Med Svcs Sys Improvement-F0001	909,968	2,655,000	2,655,000	1,750,000	(905,000)	-34.1%
<b>Total Revenues</b>		<b>\$ 3,930,785</b>	<b>\$ 4,719,500</b>	<b>\$ 4,768,925</b>	<b>\$ 3,873,800</b>	<b>(845,700)</b>	<b>-17.9%</b>



## Emergency Medical Services— Budget Unit 420

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 2,637,270	\$ 3,368,000	\$ 3,372,200	\$ 2,477,075	\$ (890,925)	-26.5%
Licenses, Permits, Franchises	813,668	830,000	865,250	865,250	35,250	4.2%
Fines, Forfeitures, Penalties	299,848	322,000	322,000	322,000	—	—
Charges For Services	180,000	199,500	209,475	209,475	9,975	5.0%
<b>Total Revenues</b>	<b>\$ 3,930,785</b>	<b>\$ 4,719,500</b>	<b>\$ 4,768,925</b>	<b>\$ 3,873,800</b>	<b>\$ (845,700)</b>	<b>-17.9%</b>

## Emergency Medical Svcs Fund 0001 — Cost Center 2934

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	17.5	\$ 4,058,225	\$ 2,064,500
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,924	—
IntraCounty Adjustments	—	(1,623)	—
Other Adjustments	—	(3,834)	49,425
<b>Subtotal (Current Level Budget)</b>	<b>17.5</b>	<b>\$ 4,054,693</b>	<b>\$ 2,113,925</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 24,423	\$ 9,875
Decision Packages			
Transfer Position and Delete Reimbursement to EMS	1.0	4,632	—
Reduce PERS by \$7M due to prepayment of UAL	—	(6,049)	—
BU420 Adjust EMS Trust Fund Revenues and Expenditures	—	9,875	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 32,881</b>	<b>\$ 9,875</b>
<b>Recommended Budget</b>	<b>18.5</b>	<b>\$ 4,087,574</b>	<b>\$ 2,123,800</b>

## Emergency Med Svcs Sys Improvement-F0001 — Cost Center 2802

### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 2,655,000	\$ 2,655,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



### Emergency Med Svcs Sys Improvement-F0001 — Cost Center 2802

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>— \$</b>	<b>2,655,000 \$</b>	<b>2,655,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	(905,000)
Decision Packages			
Prop 420.1 Allocate Measure A Funds for AED's in EMS	—	500,000	—
BU420 Adjust EMS Trust Fund Revenues and Expenditures	—	(1,155,000)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(655,000) \$</b>	<b>(905,000)</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>2,000,000 \$</b>	<b>1,750,000</b>

### State Homeland Security Grant -F0001 — Cost Center 2822

#### Major Changes to the Budget

	Positions	Appropriations	Revenues
<b>0001-General Fund (Fund Number 0001)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	1.0 \$	121,846 \$	—
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	26,971	—
IntraCounty Adjustments	—	(1,205)	—
Other Adjustments	—	163	—
<b>Subtotal (Current Level Budget)</b>	<b>1.0 \$</b>	<b>147,775 \$</b>	<b>—</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	72 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(313)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>(241) \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>1.0 \$</b>	<b>147,534 \$</b>	<b>—</b>



# Children's Health Initiative

## Overview

The goal of the Children's Health Initiative (CHI) since its creation in 2000 has been to provide comprehensive health, dental and vision coverage for 100 percent of the uninsured children in Santa Clara County whose families earn 300 percent of the Federal poverty level (FPL) or less, or \$61,260 a year for a family of three.

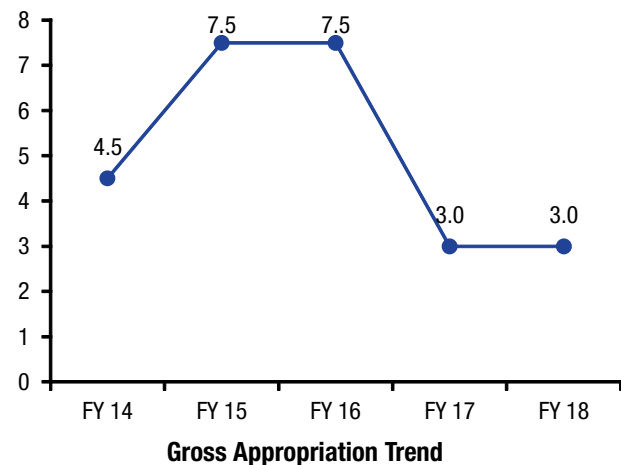
A key component in the development and success of the CHI was the creation of the Healthy Kids product, which allowed all low-to-moderate income families to access health coverage for their children. Healthy Kids, administered by Santa Clara Family Health Plan, provides a health insurance option for families whose income or status preclude them from enrolling in Medi-Cal. Since the first child applied for Healthy Kids in 2001, a total of 220,000 children have been assisted in enrolling for Medi-Cal and Healthy Kids.

As of March 1, 2017, approximately 2,700 children were enrolled in Healthy Kids and an estimated 9,000 uninsured children in the County, at all income levels. When the CHI was created, two-thirds of the 71,000 uninsured children in the County were eligible for government programs but had not enrolled.

Between 2000 and 2017, the Board of Supervisors allocated \$3 million annually in Tobacco Settlement funds, payments made by tobacco companies to compensate states for smoking-related health-care costs, to underwrite premiums for children; these funds have been leveraged to draw additional funding from cities, foundations, businesses, and private philanthropy.

Between 2006 and 2013, this program drew Federal Medicaid matching funds to help pay for health insurance for qualified children in the Healthy Kids program whose families earned between 250 percent to 300 percent of the FPL and were legal residents, referred to as the County Children's Health Initiative Program (CCHIP). With the expansion of Covered California, the California insurance exchange under the Federal Affordable Care Act (ACA), and the Federal ACA exchange, new requirements were established for CCHIP match, which precluded the County's ability to

draw down the funds. The State has made modifications to the Covered California enrollment system, which will allow for claiming of Federal funds to begin again



## 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 percent of the FPL, or \$81,680 a year for a family of three. On January 1, 2015, Valley Kids was launched to provide health-care services to uninsured children from birth to age 19 in families with incomes between 300 percent and 400 percent of the FPL who live in Santa Clara County and ineligible for Medi-Cal or Covered California subsidies. 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 ineligible for other coverage programs. As of March 2017, two children were enrolled in Valley Kids; community education and outreach will be a priority for the year.

Under a February 2016 change, the State notified families enrolled in Covered California with incomes between 200 percent and 350 percent of the FPL group that their children were no longer eligible for subsidies but were now CCHIP eligible. In advance of this transition, the County forecasted approximately 900 children could be moved into the Healthy Kids program through CCHIP. This forecast was low with 2,095 children enrolled in Healthy Kids through CCHIP as of March 1, 2017.

Another significant change took effect with the implementation of Health for All Kids Act (Senate Bill 4). As of May 2016, all children in families with incomes up to 266 percent of the Federal poverty level are Medi-Cal eligible, regardless of immigration status. By the end of 2016, approximately 2,600 Healthy Kids members had moved from Healthy Kids to Medi-Cal with the change in Medi-Cal eligibility requirements. With the passage of SB 4, the County removed \$3 million from the CHI allocation with the assumption the majority of Healthy Kids would move to Medi-Cal and committed to reconsidering funding levels should the need arise.

While the expected decrease in Healthy Kids enrollment due to children moving to Medi-Cal did materialize, it was offset more than forecast by the addition of children enrolled in Healthy Kids through CCHIP. The net effect is that Healthy Kids enrollment was approximately 2,700 children as of March 1, 2017, with 78 percent enrolled through CCHIP.

Despite the potential for major changes to the ACA and Medicaid on the Federal level, the Medi-Cal expansion coverage is assumed to be in place for FY 17-18; thus no major change to the CHI budget is requested at this point. The \$3 million proposed allocation is expected to cover all Healthy Kids and Valley Kids expenditures should the current enrollment trends continue. Any significant increase in enrollment would require either restarting a waiting list or designating additional funds.

Over the course of calendar year 2017, Santa Clara Family Health Plan, Valley Health Plan and Santa Clara Valley Health and Hospital System will continue efforts to allow for the transition of the residual, non-CCHIP Healthy Kids to Valley Kids. This will create a family coverage product for children and parents, through one plan, with similar benefits and provider network, making coverage easier to understand and manage.

## County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 17-18.

### Healthy Children— Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6112	Healthy Children Fund 0012	\$ 4,116,936	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
	<b>Total Net Expenditures</b>	<b>\$ 4,116,936</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>—</b>	<b>—</b>





### Healthy Children— Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6112	Healthy Children Fund 0012	\$ 4,116,936	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—
<b>Total Gross Expenditures</b>		<b>\$ 4,116,936</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ —</b>	<b>—</b>

### Healthy Children— Budget Unit 612 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 4,116,936	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—
<b>Total Net Expenditures</b>	<b>\$ 4,116,936</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ —</b>	<b>—</b>

### Healthy Children— Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6112	Healthy Children Fund 0012	\$ 6,035,059	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—
<b>Total Revenues</b>		<b>\$ 6,035,059</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ —</b>	<b>—</b>

### Healthy Children— Budget Unit 612 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 35,059	\$ —	\$ —	\$ —	\$ —	—
Other Financing Sources	6,000,000	3,000,000	3,000,000	3,000,000	—	—
<b>Total Revenues</b>	<b>\$ 6,035,059</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ —</b>	<b>—</b>

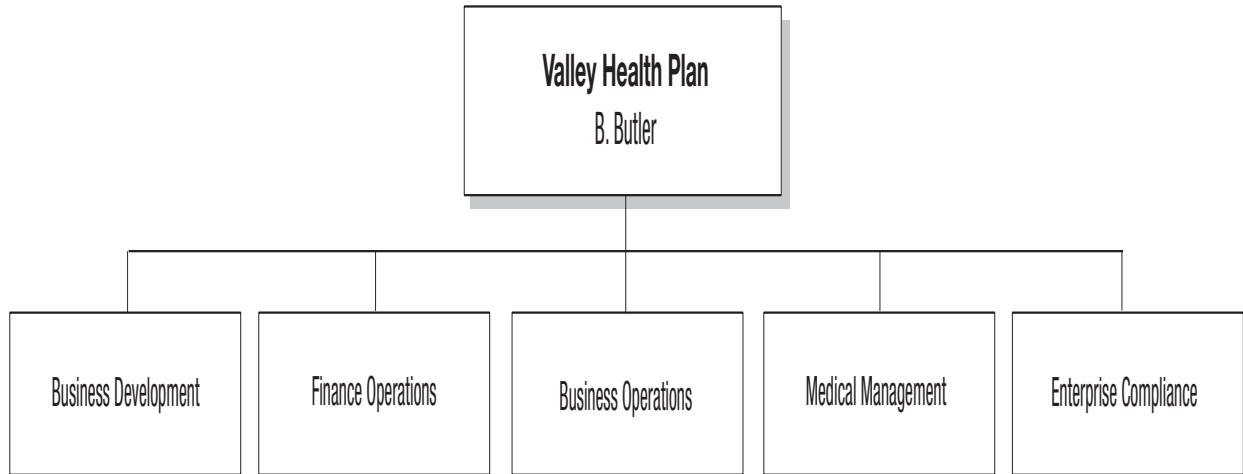


**Healthy Children Fund 0012 — Cost Center 6112**  
**Major Changes to the Budget**

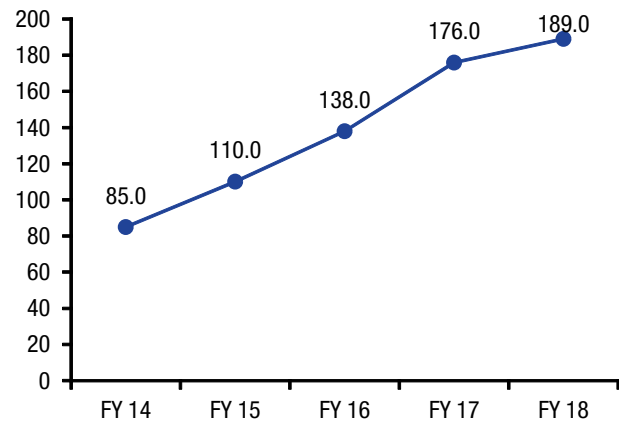
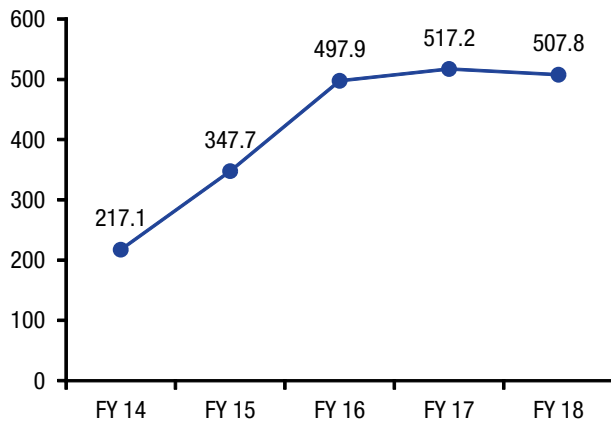
	Positions	Appropriations	Revenues
<b>0012-Childrens Health Initiative (Fund Number 0012)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 3,000,000	\$ 3,000,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>
<b>Recommended Changes for FY 2018</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>\$ 3,000,000</b>	<b>\$ 3,000,000</b>



# Valley Health Plan



Section 4: Santa Clara Valley Health and Hospital System



**Gross Appropriation Trend**

**Staffing Trend**





## Description of Major Services

Valley Health Plan (VHP), a County-owned State-licensed health plan, provides affordable managed-care products across a wide spectrum of categories, including commercial, Medicare, Medi-Cal, and Workers Compensation. Simultaneously, VHP provides a mix of income sources to its health-care providers, many of which are primarily focused on safety-net populations mostly paid for with public dollars.

VHP offers commercial HMO insurance to employees of Santa Clara County, In-Home Supportive Services (IHSS), Valley Medical Center Foundation, Santa Clara County Fairgrounds, and Sourcewise. VHP is a qualified health plan under the State's insurance marketplace exchange, known as Covered California, offering individual insurance coverage to those who qualify in Santa Clara County.

VHP also provides managed-care services for managed-care patients assigned to Santa Clara Valley Medical Center (SCVMC). Patients are delegated from Santa Clara Family Health Plan and insured through public programs, such as Medi-Cal, Medi-Cal Seniors and Persons with Disabilities, and Healthy Kids. New coverage programs, such as the Primary Care Access Program (PCAP), are also being administered by VHP.

VHP services are divided into two major groups: external services that provide direct services to members, providers, and other customers and the internal departments that support the goals of the external services and Valley Health Plan.

The various program areas within VHP work together to achieve the following goals:

- Increase in the number of healthy life years for all residents
- Better health and wellness
- Improved patient and client experience and health
- Compassionate care provided with respect that preserves the patient's dignity
- Timely, equitable, effective, and efficient care
- Total best value to all residents
- Patients, employees and communities actively engaged for better health

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Adjust Revenue and Expenditure Estimates	◆	Reduce budgeted revenue and expenditures based on changes in rates and membership.	—	(\$10,355,204)	—
Transfer Employee Wellness Program to County Executive's Office	◆	Transfer budget and positions in Employee Wellness Program to County Executive's Office	-6.0	—	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ◆ Adjust Revenue and Expenditure Estimates

**Recommended Action:** Reduce budgeted revenues by \$2,367,520 and expenditures by \$12,722,724. 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. Expenses not covered by current revenue will come out of Valley Health Plan's fund balance. The current level of fund balance can sustain the expense recommendations for FY 17-18 without jeopardizing the State-regulated levels of Tangible Net Equity (TNE) as required for solvency in a health plan.

The net revenue and expense reduction is a result of the following changes to the following lines of business:

- Commercial Employer Group - Membership is projected to remain flat based on FY 16-17 enrollment experience and rate increase for each employer group range aggregate to 5.9 percent due to changes in medical costs and utilization for each group. The total revenue adjustment for the Commercial Employer Group line of business is an increase of \$8,931,880 and a corresponding medical expense increase of \$5,040,032.

- Covered California - Membership is projected to increase based on the FY 16-17 enrollment experience, and the rate increase for the Covered California product is projected to increase by 4.5 percent over current rates. The total projected revenue adjustment for the Covered California product is \$9,866,200 with a corresponding medical expense increase of \$9,039,241.
- Government Programs - Membership is projected to remain flat based on FY 16-17 enrollment experience and rates 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 15 percent. Although the rate for all other Medi-Cal products is expected to increase 3 percent, the net impact will still be an overall decrease in revenue of \$20,620,399. The total revenue reduction for all Government Programs (including Healthy Kids) is \$21,165,599 with a corresponding expense decrease of \$22,026,203.

#### Net Ongoing Savings: \$10,355,204

Reduction in Revenue: \$2,367,520

Reduction in Expense: \$12,722,724

Ongoing savings will be absorbed in Fund 0380



## ◆ Transfer Employee Wellness Program to County Executive's Office

**Recommended Action:** Transfer the budget and positions of the Employee Wellness Program from Valley Health Plan (VHP) to the County Executive's Office (CEO) as part of a re-organization. The transfer also includes 6.0 FTE positions to provide support to the program.

### Summary of Positions

Classification	FTE
Health Education Specialist	-3.0
Sr. Health Care Program Manager	-1.0
<b>Total</b>	<b>-6.0</b>

### Summary of Positions

Classification	FTE
Graphic Designer II	-1.0
Health Care Program Analyst II	-1.0
<b>Total</b>	<b>-6.0</b>

**Service Impact:** There is no impact to services. The Administration is realigning administrative functions between VHP and CEO.

### Positions Deleted: 6.0 FTE

Positions transferred to County Executive's Office BU 107

### Ongoing Cost: \$0

All revenues, reimbursements, expenditures transferred to BU 107

### Valley Health Plan— Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
7259	VHP-Employee Wellness Program-F0380	\$ (433,808)	\$ (92,810)	\$ (70,439)	\$ 0	92,810	-100.0%
072501	Valley Health Plan Group Fund 0380	513,182,873	512,866,541	517,883,399	505,131,139	(7,735,402)	-1.5%
<b>Total Net Expenditures</b>		<b>\$ 512,749,065</b>	<b>\$ 512,773,732</b>	<b>\$ 517,812,960</b>	<b>\$ 505,131,139</b>	<b>(7,642,593)</b>	<b>-1.5%</b>

### Valley Health Plan— Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 909,952	\$ 1,655,359	\$ 1,695,565	\$ 0	(1,655,359)	-100.0%
072501	Valley Health Plan Group Fund 0380	515,814,818	515,498,486	520,515,344	507,763,084	(7,735,402)	-1.5%
<b>Total Gross Expenditures</b>		<b>\$ 516,724,770</b>	<b>\$ 517,153,846</b>	<b>\$ 522,210,909</b>	<b>\$ 507,763,084</b>	<b>(9,390,762)</b>	<b>-1.8%</b>



### Valley Health Plan— Budget Unit 725 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 17,308,134	\$ 24,542,538	\$ 30,218,706	\$ 29,147,873	\$ 4,605,335	18.8%
Services And Supplies	499,382,497	492,373,008	491,992,203	478,615,211	(13,757,797)	-2.8%
Fixed Assets	34,139	—	—	—	—	—
Reserves	—	238,300	—	—	(238,300)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 516,724,770</b>	<b>\$ 517,153,846</b>	<b>\$ 522,210,909</b>	<b>\$ 507,763,084</b>	<b>\$ (9,390,762)</b>	<b>-1.8%</b>
Expenditure Transfers	(3,975,705)	(4,380,114)	(4,397,949)	(2,631,945)	1,748,169	-39.9%
<b>Total Net Expenditures</b>	<b>\$ 512,749,065</b>	<b>\$ 512,773,732</b>	<b>\$ 517,812,960</b>	<b>\$ 505,131,139</b>	<b>\$ (7,642,593)</b>	<b>-1.5%</b>

### Valley Health Plan— Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
072501	Valley Health Plan Group Fund	\$ 515,689,949	\$ 502,065,517	\$ 505,277,009	\$ 502,909,489	\$ 843,972	0.2%
	0380						
	<b>Total Revenues</b>	<b>\$ 515,689,949</b>	<b>\$ 502,065,517</b>	<b>\$ 505,277,009</b>	<b>\$ 502,909,489</b>	<b>\$ 843,972</b>	<b>0.2%</b>

### Valley Health Plan— Budget Unit 725 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 778,527	\$ 844,968	\$ 844,968	\$ 844,968	\$ —	—
Aid From Government Agencies - Federal	2,865	—	—	—	—	—
Charges For Services	514,854,529	499,540,549	502,752,041	500,384,521	843,972	0.2%
Other Financing Sources	54,028	1,680,000	1,680,000	1,680,000	—	—
<b>Total Revenues</b>	<b>\$ 515,689,949</b>	<b>\$ 502,065,517</b>	<b>\$ 505,277,009</b>	<b>\$ 502,909,489</b>	<b>\$ 843,972</b>	<b>0.2%</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 2017 Approved Budget	6.0	\$ (92,810)	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			



**VHP-Employee Wellness Program-F0380 — Cost Center 7259**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	22,723	—
IntraCounty Adjustments	—	(9,461)	—
Other Adjustments	—	9,109	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ (70,439)</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (7,058)	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,732)	—
107.41 Transfer Employee Wellness Program to CEO	-6.0	79,229	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-6.0</b>	<b>\$ 70,439</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 0</b>	<b>\$ —</b>

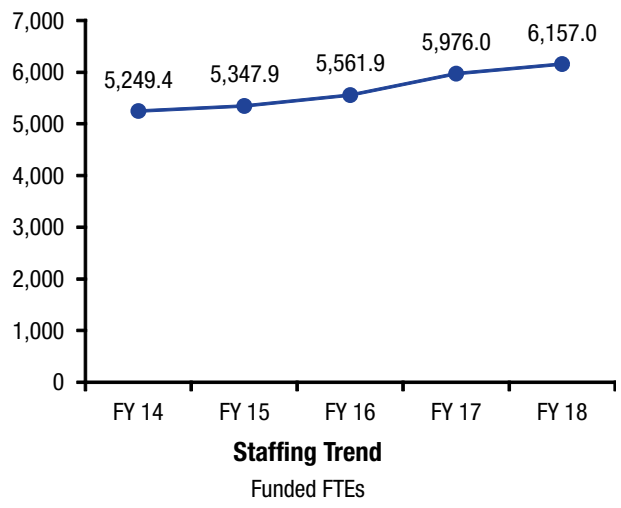
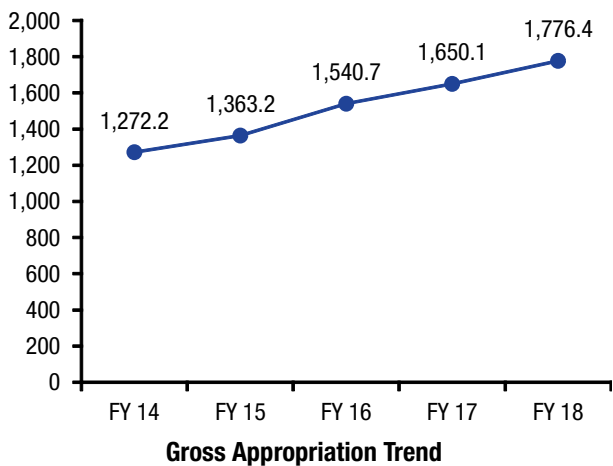
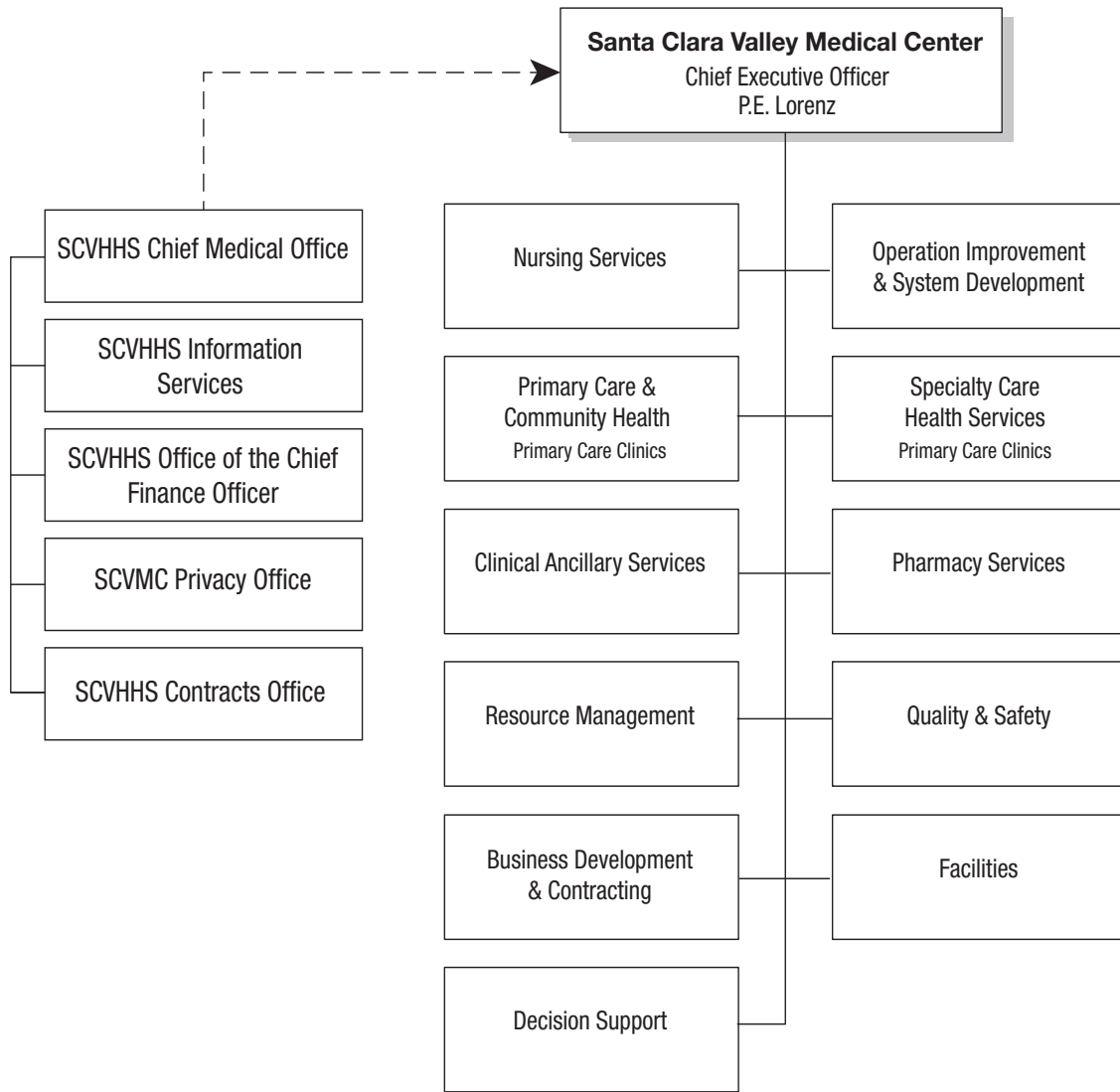
**Valley Health Plan Group Fund 0380 — Cost Center 072501**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0380-VHP-Valley Health Plan (Fund Number 0380)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	170.0	\$ 512,866,541	\$ 502,065,517
Board Approved Adjustments During FY 2017	19.0	3,727,613	3,211,492
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,233,299	—
IntraCounty Adjustments	—	(197,046)	—
Other Adjustments	—	252,992	—
<b>Subtotal (Current Level Budget)</b>	<b>189.0</b>	<b>\$ 517,883,399</b>	<b>\$ 505,277,009</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 23,789	\$ —
Decision Packages			
725.1 Adjust Revenue and Expenditure Estimates	—	(12,722,724)	(2,367,520)
Reduce PERS by \$7M due to prepayment of UAL	—	(53,325)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (12,752,260)</b>	<b>\$ (2,367,520)</b>
<b>Recommended Budget</b>	<b>189.0</b>	<b>\$ 505,131,139</b>	<b>\$ 502,909,489</b>





# Santa Clara Valley Medical Center



Section 4: Santa Clara Valley Health and Hospital System





## Description of Major Services

Santa Clara Valley Medical Center Hospital and Clinics (SCVMC) is a fully integrated and comprehensive public health-care system. Founded in 1876, SCVMC operates a 574-bed tertiary care hospital, a specialty care center, and eight ambulatory care clinics, as well as two additional clinics focused on homeless patients and infectious disease services. Mobile medical and dental units provide additional flexibility in delivering care to residents where they live and work. SCVMC is the largest healthcare safety net provider in Santa Clara County, with more than 700,000 outpatient visits, 100,000 emergency department and Express Care visits, and approximately 25,000 inpatient admissions each year.

SCVMC Hospital is a Level 1 adult trauma center, a center that provides the highest level of surgical care with a full range of specialists, and a Level 2 pediatric trauma center, a center that provides a similar level of services but without the research and surgical residency components required of Level 1 centers. The Hospital has 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 regardless of income, including ambulatory care, behavioral health, and comprehensive adult and pediatric specialty services, including the Neonatal Intensive Care Unit, Pediatric Intensive Care Unit, women's health, comprehensive

hematology and oncology services, and other critical health-care services for all residents of Santa Clara. It also operates the Sobrato Cancer Center in the Valley Specialty Center and the Renal Dialysis Center. In some cases, SCVMC is the only provider of specialty services in the region. The Regional Burn Center, is one of only two burn trauma centers between Los Angeles and the Oregon border.

SCVMC has over 6,800 employees, including more than 450 physicians who train more than 170 residents and fellows per year as an accredited graduate medical education provider. Nursing and allied health professionals also train many of the licensed professionals who graduate from local colleges and universities. SCVMC is engaged in over 150 ongoing clinical research projects focused on improving care, patient safety, and health outcomes. 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 hospital, in the ambulatory clinics throughout the County, and through specialty outpatient services.

Many of the SCVMC programs have received national recognition. The Hospital ranks among the top 100 nationwide for low Cesarean section rates. The accredited Rehabilitation Center is known for specialized care in spinal cord and traumatic brain injury and has consistently rated above the regional and

national industry-compiled performance averages. The Neonatal Intensive Care Unit (NICU) is a Regional Level III facility, the highest designation for intensive care units given by California Children's Services.

## Learning Organization

**Primary Care Lean Improvement** Creating value for our patients, through timely and easy access to Primary Care services, in a productive and efficient system.

Teams dramatically improved productivity, toward a goal of 2.5 visits per hour. Clinics piloted various efficiency and productivity initiatives to increase available appointment slots, reduce no-shows, and improve slot utilization and cycle time. Teams also developed infrastructure to support the clinics' schedules and offer more options for patients to see their primary care provider when calling to make an appointment.

**Patient Engagement** Engage every patient and seamlessly connect with a Primary Care Provider, ensuring better health for all.

Patient Engagement teams are improving processes for PCP identification, PCP assignment, proactive outreach, and onboarding. By pairing patients with primary care providers, these teams ensure access to preventive health services and the efficient delivery of cost-effective and high-quality care.

**Specialty Care Access** To create a world class referral process that our patients and their families love and are proud of.

The Specialty Care Access CLT has made historic improvements in Valley Medical Center's infrastructure. New tools and processes, such as eConsult and Active Referral Management were implemented for communication, clinical triage, and timely processing of specialty referrals, making our Specialty system more proactive. As of 3/28/17, eighteen clinics are live on eConsult and more are slated to go-live in the months ahead. This transformation is improving access, care coordination, quality of care, and population health.

**Inpatient Flow** World class patient flow process that patients & families love and makes staff proud.

The Inpatient Flow CLT created a logistics center that provides a detailed dashboard of all patients in the hospital. Staff manning the logistics centers were trained in collaboration with providers and nurses to control the flow of the entire hospital for all patients, monitoring occupied beds and the health status of all patients.

**Unit Based Teams (UBT):** SCVMC has many performance improvement initiative efforts underway. In UBTs, labor and management co-lead projects implementing rapid tests of change. During fiscal year 2016-17, nine teams from SCVMC worked on projects, making big strides toward their Specific, Measurable, Achievable, Realistic, Time-bound (SMART) goals. Progress included:

- The Renal Care "We Care" team established their SMART goal: to increase patient satisfaction on needle insertion with as little pain as possible from 50% to 60% by December 2016. The team exceeded their goal.
- The Therapy Innovators set their goal: to increase billable documentation time from an average zero minutes per day to 30 minutes per day per therapist. The team is collecting data.
- The Care Management Department Inpatient Discharge Champions' goal was: to increase the number of 3Surg and 4Med patients ranking the discharge process as "Excellent" from approximately 35% to 40% while maintaining improvements to discharge turn-around time. The team is eagerly awaiting the new patient satisfaction results.
- The Care Management Department Rehab Admissions project called "Heads in Beds" established their goal: to decrease the amount of time from initial referral to admission to SCVMC inpatient rehab from the FY14-15 average 4.7 days to an average of 4.0 days (14.89%) by May 31, 2017. Work is underway; final results to come.

- The Valley Specialty Center Pulmonary, "We Be Lung" team, is working to decrease patient call wait times from 20.27 minutes (2016 data average longest wait call) down to 17.23 minutes (less 15%) by April 2017. Ideas are being tested and data collected.
- Acute Therapy Rehab Services' goal: increase the percentage of agreement between nursing staff and speech-language pathologists (re: level of feeding supervision for patients) from 83% to 90% by April 30, 2017. Work is progressing and improvement is being made ahead of April 30.
- Therapy Services Professional Development's goal: to increase the percentage of documented in-services from 35% to 75% by the end of March 2017; Increase the percentage of people giving an in-service after attending an outside continuing education course from 25% to 50% by the end of March 2017. The January and February results showed 92% of in-services were properly documented, far exceeding the goal.
- Renal Care's, "We Care 2 Team", set their goal: to decrease the number of missed hours of dialysis time by 5%: from 550 hours (per 3 months' time) to 522 hours by May 2017. Initial results exceeded the goal.
- Therapy Services in the ED's goal: to implement charging for therapy services in ED from 0% to 100% by 90 days. The team is testing ideas and is in the midst of their 90 day project.

The sixth wave of UBTs launched on April 7 and includes the following SCVMC teams: Renal Care project to improve anemia management for dialysis patients, Valley Specialty Center's team is focused on reducing phone wait times and improving access, Valley Health Center (VHC) Gilroy's team will work on integrating family medicine services into OB/GYN, VHC Milpitas's team is working to improve customer satisfaction, the Neonatal Intensive Care team will tackle improving communications, the VHC Tullys team will tackle improving pediatric prevention screening, and the Radiology Team is working to improve telephone services.

## Measures of Success

**Non-Acute Hospital Days:** Santa Clara Valley Medical Center (SCVMC) will work toward reducing non-acute days by working with other County agencies and its community partners to identify and expand capacity and use these resources to find appropriate level of care placements outside the hospital. Average daily census data will be used to measure acute and non-acute patient volume to monitor success in achieving this goal. Reducing non-acute days helps increase SCVMC capacity for acute care patients and is an indicator of success in providing appropriate continuum of care and support services to the community. It will also improve cost-effectiveness.

**Outside Health- Care Costs:** SCVMC will work toward lowering outside health-care costs, the costs paid to outside providers who deliver acute medical services, non-acute care, and other patient care services to

SCVMC patients. Lower outside claims paid will be monitored as an indicator of success in providing more integrated care and making more efficient use of internal resources, as well as sign of improved access and patient perception in choosing SCVMC as their care provider.

**Primary Care Access:** SCVMC seeks to increase primary care productivity at outpatient clinics by increasing available appointment capacity and improving patient flow to reduce wait times for primary care appointments and expand access and capacity of outpatient clinics. Increasing visits per hour will be monitored as an indicator of success. Ensuring prompt access to a provider helps drive patient loyalty, improves continuity of care, and increases patient satisfaction.

<b>Santa Clara Valley Medical Center</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>
Measures of Success	Actual	Anticipated	Targeted
Reduce non-acute % of average daily census (medical)	7.3%	9.5%	3.5%
Reduce non-acute % of average daily census (psych)	60%	67%	30%



Santa Clara Valley Medical Center	FY15-16	FY16-17	FY17-18
Reduce outside healthcare costs (per member per month)	\$53	\$63	\$29
Increased primary care access (visits per hour)	2.0	1.97	2.5

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Strengthen VMC Analytics	↑	Add positions to support the Analytics Department	3.0	\$893,799	—
Activation of Sobrato Pavilion	↑	Add positions, services and supplies budget, and revenue associated with activation of the new Sobrato Pavilion.	100.1	(\$1,343,002)	—
Diagnostic Imaging Staffing Adjustment	↑	Add positions to support Diagnostic Imaging Department	2.0	—	—
Add Weekend Coverage for Cardiac Catherization Lab	↑	Add positions to support weekend patient access	1.0	\$187,329	—
Strengthen HHS Information Services Project Management	↑	Add positions to replace contracted services	3.0	—	—
Enhance Transfusion Services	↑	Add positions to improve laboratory operations and trauma services	2.0	\$328,466	—
Adjust Outpatient Pharmacy Staffing	↑	Augment staff to increase pharmacy operations	3.9	(\$32,130)	—
Add Personnel & Equipment for Jail Reform	↑	Add positions to support Jail Reform Efforts	2.0	—	—
Enhance Behavioral Health Billing Staff	↑	Add positions to support implementation of systems for better billing functions	2.0	—	—
Establish Specialty Care Access Transformation Team	↑	Add positions to provide timely access to patients and enhance patient experience	12.0	\$191,476	—
Add Audiologist to Replace Contract	↑	Add position to provide pediatric services	1.0	(\$50,573)	—
Enhance Cancer Center Clinical Research	●	Add position to allow current study participants	1.0	\$132,737	—
Enhance Language Services	↑	Add position to support language services technology and workflow efficiency	1.0	\$169,690	—
Developmental Screening Services	↑	Add positions to improve pediatric developmental screenings	7.0	\$824,446	—
Enhance Sterile Processing Department	↑	Add position to manage equipment, instruments and medical supplies	1.0	\$120,165	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					



## Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Comprehensive Perinatal Services Program	↑	Add positions to support services to pregnant mothers	2.0	(\$242,479)	—
SPARK Clinic Expansion	↑	Add positions to sustain the expanded service to foster children	3.5	(\$475,285)	—
Moorpark Dental Clinical	↑	Add positions to the new Moorpark Pediatric Dental Clinic	9.0	(\$943,246)	—
Increase Staffing for Diabetes Management	↑	Add positions to increase services in primary care clinics	6.0	\$52,232	—
Add Analyst to SCVMC's Contracts Solutions Department	↑	Add position to support contracting activity related to Whole Person Care	1.0	—	—
Reduce Information Systems Staffing	●	Delete vacant position that is no longer needed	(1.0)	—	—
Replace Coding Services Contract with Permanent FTEs	↑	Add positions to reduce number of contract employees	5.0	—	—
Children's Medical Coverage	●	Add funds for the children's medical coverage	—	—	\$584,100
Roots Community Health Center	●	Allocate funding for personnel and operating costs of the Roots community Health Center	—	—	\$1,000,000
Delete Chronically Vacant Positions	●	Delete positions that have been chronically vacant for more than two years	(3.0)	(\$288,660)	—

↑ — 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 14-15	FY 15-16	FY 16-17	FY 17-18 CLB	FY 17-18 Rec
VLF Revenue	\$31.7	\$35.4	\$37.5	\$41.1	\$41.1
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	\$79.5	\$86.6	\$27.0	\$23.6	\$29.7
Measure A	\$5.7	\$6.3	\$10.1	\$3.0	\$3.0

#### General Fund Subsidy<sup>a</sup>

Subsidy Component	FY 14-15	FY 15-16	FY 16-17	FY 17-18 CLB	FY 17-18 Rec
<b>Total Subsidy</b>	<b>\$140.3</b>	<b>\$151.7</b>	<b>\$98.0</b>	<b>\$91.1</b>	<b>\$97.2</b>
One-time Subsidy for HealthLink	\$5.0	\$0.0	\$0.0	\$0.0	\$0.0

a. dollars in millions

The General Fund subsidy has been adjusted due to the removal of one-time costs, such as Downtown Clinic expenses, fixed asset expenses, and other miscellaneous adjustments.



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

Basis for Adjustment	Amount
<b>FY 16-17 Adopted Budget</b>	<b>\$98.0</b>
Removal of one-time subsidy for the Downtown Clinic	(\$.6)
Removal of one-time subsidy for Fixed Assets	(\$6.0)
Miscellaneous Adjustments	(\$.3)
<b>Total FY 17-18 Current Level Budget</b>	<b>\$91.1</b>

a. dollars in millions

### ↑ Strengthen VMC Analytics

**Recommended Action:** Delete 16.0 FTE positions and add 19.0 FTE positions below to advance HealthLink analytics capabilities.

### Summary of Position Changes

Class	Description	FTE
J1J	Epic Senior Report Writer	(5.0)
J1E	Epic Report Writer	(4.0)
B9F	Senior Health Care Financial Analyst	(3.0)
B1N	Senior Management Analyst	(1.0)
B5X	Health Care Program Analyst	(1.0)
Z1C	Business Intelligence Financial Reporting & Analytics Manager	(1.0)
C5C	Director, Care Continuum Performance And Analysis	(1.0)
G1P	Business Information Technology Consultant	16.0
G85	Senior Business Information Technology Consultant	2.0
C60	Administrative Assistant	1.0
<b>Total</b>		<b>3.0</b>

**Service Impact:** The Analytics department supports the VMC Core HealthLink modules, mines data for mandatory regulatory filings, continues to deploy new Epic and HealthLink modules, is assisting in development of a cost accounting capability, and helps VMC collect revenue from Public Hospital Redesign and Incentives in Medi-Cal (PRIME) & Global Payment Program (GPP) programs under the Medicaid 1115 Waiver. The additional positions will serve in reporting and analytic roles and support currently fulfilled by contractors.

**Positions Added: 3.0 FTE**  
**Ongoing Cost: \$893,799**

### ↑ Activation of Sobrato Pavilion

**Recommended Action:** Add 100.1 FTE positions and related costs; services and supplies budget, and revenue associated with activation of the new Sobrato Pavilion.

### Summary of Position Changes

Class	Description	FTE
D1E	Senior Health Services Representative	2.0
D2E	Health Services Representative	(1.0)
G6T	Systems Software Engineer II	1.0
G81	Storekeeper	1.0
G82	Stock Clerk	1.0
H12	Janitor Supervisor	1.0
H18	Janitor	14.5
H39	Assistant Director, Food Services	1.0
H67	Food Service Worker I	4.0
K03	Biomedical Equipment Tech II	1.0
M47	General Maintenance Mechanic II	3.0
P40	Pharmacist Specialist	2.0
P41	Physician-VMC	1.0
R11	Physical Therapist II	3.0
R1A	Occupational Therapist II	2.0
R1D	Recreation Therapist II	1.0
R1S	Respiratory Care Practitioner II	2.5
R21	Clinical Dietitian I	1.0
R29	Pharmacy Technician	1.0
R38	Speech Language Path II	2.0
R48	Therapy Technician	4.0
R74	Medical Laboratory Assistant II	2.0
S18	Patient Services Case Coordinator	1.0
S3M	Monitor Technician	1.5
S59	Nurse Practitioner	1.0
S75	Clinical Nurse III	18.1
S93	Hospital Services Assistant II	16.5
S99	Per Diem Clinical Nurse	4.0
S9T	Patient Transporter	7.0
Y04	Medical Social Worker I	1.0
<b>Total</b>		<b>100.1</b>

**Service Impact:** In October 2017, SCVMC will move to the new Sobrato Pavillion. This will allow for an increase census in Medical-Surgical Units, and will expand the Rehabilitation Hospital.

The patient census will increase in medical and surgical units after the move to the new facility to accommodate current demand for inpatient services and improve patient access. Those units have often been at maximum capacity; therefore, SCVMC has not been able to accept its own Medi-Cal managed care patients

scheduled for transfer from other area hospitals or emergency departments, resulting in higher outside medical costs. The new units also are all single bed rooms with private bathrooms, which will make for a much better patient experience.

Rehabilitation Services in the Sobrato Pavillion will have private rooms and a state-of-the-art gym space with innovative technology. The census is projected to increase in FY17-18. This projected growth is based on trends in referral volume, admissions, and recent Average Daily Census along with a projected increase in referred patients.

Recent CMS Inpatient Rehabilitation regulations increased one on one therapy treatment requirements. This will stretch the current therapy staffing and will limit admissions absent additional resources because the current staffing model relies heavily on group treatment, especially on the Spinal Cord Injury unit and for Saturday coverage.

The Rehabilitation Services at Santa Clara Valley Medical Center is nationally accredited in seven areas by the Commission for the Accreditation of Rehabilitation Facilities (CARF). As part of the 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 after release.

**Positions Added: 100.1**  
**Ongoing Net Savings \$1,343,002**  
 Increase in Salaries & Benefits: \$13,935,676  
 Increase in Services & Supplies: \$2,168,899  
 Increase in Revenue: \$17,447,577

**One-Time Net Cost: \$0**  
 One-Time Cost: \$6,039,091  
 Offset by General Fund Subsidy: \$6,039,091

### ↑ Diagnostic Imaging Staffing Adjustment

**Recommended Action:** Add 1.0 FTE Clinical Nurse III position and 1.0 FTE Coder II position in SCVMC's Diagnostic Imaging department.

**Service Impact:** SCVMC will place a new PET/CT scanner into service by the end of FY16-17. The Clinical Nurse III will prepare patients and assist with procedures, currently provided by a contractor.

The additional coder position will assist with professional billing to ensure maximum reimbursement. SCVMC recently implemented Radiant, the EPIC module for diagnostic imaging. The new workflow requires certain information from the patient record to be added to the physician order for imaging studies in order for the study to be reimbursable by insurers.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing increase Salaries & Benefits: \$332,766  
 Ongoing decrease in Services & Supplies: \$332,766

### ↑ Add Weekend Coverage for Cardiac Catheterization Lab

**Recommended Action:** Add 0.5 FTE Registered Nurse position and 0.5 FTE Diagnostic Imaging Technician position in the Cardiac Catheterization Lab.

**Service Impact:** The Cardiac Catheterization Lab is a highly specialized unit that requires extensive training and expertise among staff. The Lab is comprised of two Registered Catheterization Lab Nurses and two Diagnostic Imaging Technicians. The current staffing is not adequate to provide weekend coverage. The additional 0.5 FTE Registered Catheterization Lab Nurse and 0.5 FTE Diagnostic Imaging Technician will ensure adequate weekend staffing, improve patient access to timely care, fulfillment of Community Standards, and reduction of on-call and overtime.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$187,329**

### ↑ Strengthen HHS Information Services Project Management

**Recommended Action:** Add 3.0 FTE Information Technology Project Manager positions to replace contracted services.

**Service Impact:** HHS Information Services (IS) normally has 20-40 new IT project requests per year. The number and complexity of new software system implementations has increased in recent years as healthcare has become more technology intensive, and HHS IS has relied on contract staff to meet the need for project managers. HHS IS will replace contract staff with permanent positions to meet ongoing demand for



service at lower cost while investing in staff development. New technology project management includes the BoxPicker for the Sobrato Building and a new Bin Management system.

**Positions Added: 3.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing increase in Salaries & Benefits: \$564,075  
Ongoing decrease in Services & Supplies: \$564,075

### ↑ Enhance Transfusion Services

**Recommended Action:** Add 2.0 FTE Sr Clinical Lab Scientist positions to SCVMC Transfusion Services department.

**Service Impact:** The opening of the new Sobrato Pavilion is expected to result in increased census and capacity reinforcing our status as one of two Level I trauma centers in the County of Santa Clara. The laboratory has been engaged in improving and streamlining operations to support the urgent needs of the trauma function and inpatient services generally. The lab has identified and is working to implement automation projects in Microbiology and Chemistry that will improve result turnaround times and continuously offer the vast majority of testing 24 hours a day.

**Positions Added: 2.0 FTE**  
**Ongoing Cost: \$328,466**

### ↑ Adjust Outpatient Pharmacy Staffing

**Recommended Action:** Delete 2.1 part-time FTE positions, and add 6.0 full-time FTE positions to adjust outpatient pharmacy staffing.

#### Summary of Position Changes

Class	Description	FTE
R27	Pharmacist	(1.1)
R29/R2i	Pharmacy Technician/Assistant	2.0
P40	Pharmacist Specialist	(1.0)
P40	Pharmacist Specialist	1.0
W67	Pharmacy Resident	3.0
<b>Total</b>		<b>3.9</b>

**Service Impact:** Take home prescriptions have increased by 13 percent over FY16-17. It is Prescription volume will further increase by 7-10 percent in FY17-18. A contributing factor is longer hours of operations for the out-patient pharmacies. The additional staff will

manage the pick-up and drop-off windows as well as cashier activities. Pharmacist assistants are the most cost effective classification in the pharmacy and will help maximize the skill mix for the out-patient pharmacies. In addition, pharmacy residents will help free up the pharmacist to perform higher level of cognitive services to improve patient compliance and adherence to medications. The residents will also help manage the high-risk patients, review their medication profiles, and streamline the treatment regimens to improve patient compliance and safety during the ambulatory care residency rotation.

**Net Positions Added: 3.9 FTE**

Positions Added: 6.0 FTE  
Positions Deleted: 2.1 FTE

**Ongoing Net Savings: \$32,130**

Ongoing Cost: \$268,953  
Ongoing Revenue: \$301,083

### ↑ Add Personnel & Equipment for Jail Reform

**Recommended Action:** Add 1.0 FTE Psychiatrist positions and 1.0 FTE Health Information Clerk III position the positions below to support Jail Reform Efforts.

**Service Impact:** The Psychiatrist is necessary to provide on-site clinical oversight of behavioral health services and staff. Custody Health is undergoing a rapid period of transformation to improve the delivery of behavioral health and health services to inmates in custody settings and to coordinate their care with county and community behavioral health providers.

The additional Health Information Clerk III is needed at the Juvenile facility due to the implementation of HealthLink (Electronic Medical Records) to perform the key functionalities to maintain the integrity of the EMR. The position will be responsible for assisting in analysis of medical records, chart corrections, scanning, indexing and release of information.

**Positions Added: 2.0 FTE**

**Net Ongoing Cost: \$0**

Ongoing Cost: \$538,810  
Ongoing reimbursement from Custody Health: \$538,810

### ↑ Enhance Behavioral Health Billing Staff

**Recommended Action:** Add 2.0 FTE Patient Business Services positions.

**Service Impact:** The new Patient Business Service Clerks positions will be assigned to the Behavioral Health billing unit to focus on reducing Accounts Receivable and supporting the implementation of the new Practice Management System (PMS). This new system will replace the current Unicare system, facilitate State Reporting requirements and billing functions, and provide an interface for data capture with the contracted, community-based organizations that provide direct services.

**Positions Added: 2.0 FTE**  
**Ongoing Net Cost: \$0**

Ongoing Cost: \$184,156

Ongoing Increase in Reimbursement from BHSD: \$184,156

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

Salary Savings reflecting time for recruitment: \$46,036

One-time Decrease in Reimbursement form BHSD: \$46,036

### ↑ Establish Specialty Care Access Transformation Team

**Recommended Action:** Add 12.0 FTE Health Services Representative positions for Valley Specialty Care Center and related services and supplies.

**Service Impact:** In support of Specialty Care Access Transformation, the Health Services Representatives will focus on scheduling consultation clinic appointments for patients with approved referrals via the Active Referral Management system. These efforts will greatly enhance patient experience and access to timely care, reduce the rate of no shows, and thus minimize clinical risk.

**Positions Added: 12.0 FTE**  
**Ongoing Net Cost: \$191,476**

Ongoing Salaries & Benefits: \$1,141,248

Ongoing Services & Supplies: \$168,491

Ongoing Revenue: \$1,118,263

### ↑ Add Audiologist to Replace Contract

**Recommended Action:** Add 1.0 FTE Audiologist in the Ear, Nose & Throat Department (ENT).

**Service Impact:** The ENT Department only has one full-time audiologist to provide adult outpatient services and one contracted audiologist to provide pediatric inpatient and outpatient services. Demand in pediatrics has surpassed staffing levels. The addition of an Audiologist will expand services to improve access for pediatric patients, and significantly increase visit volume and revenue.

**Positions Added: 1.0 FTE**  
**Ongoing Net Savings: \$50,573**

Ongoing Salaries & Benefits: \$144,047

Ongoing Services & Supplies: \$34,526

Ongoing Revenue: \$229,146

### ↑ Enhance Cancer Center Clinical Research

**Recommended Action:** Add 1.0 FTE Clinical Research Associate position in the Oncology Department.

**Service Impact:** The Clinical Research Associate will support the Cancer Centers Research Program to allow current study participant expansion. In recent years, clinical trial participation has been limited to current study participants due to contract limitations. Clinical trials and research studies are the impetus for the development of cutting-edge treatment, not only benefiting our patients and their families, but Santa Clara Valley Medical Center as a dedicated and innovative institution.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$132,737**

### ↑ Enhance Language Services

**Recommended Action:** Add 1.0 FTE Program Manager position to improve timely access to service appointments.

**Service Impact:** The Program Manager position will lead the Language Services Department through technological system-wide changes, streamline processes, and improve clinic workflow operation efficiency.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$169,690**

## ↑ Developmental Screening Services

**Recommended Action:** Add 7.0 FTE Licensed Vocational Nurse positions to provide pediatric developmental screenings.

**Service Impact:** These positions will provide pediatric developmental screenings for children ages 0-5. These positions will be deployed to the pediatric primary care clinics and use a standardized tool to assess patients during their well-baby appointments. Conducting pediatric developmental screenings across all pediatric sites will facilitate healthy child development and ensure no child is overlooked.

**Positions Added: 7.0 FTE**  
**Ongoing Cost: \$824,446**

## ↑ Enhance Sterile Processing Department

**Recommended Action:** Add 1.0 FTE Central Supply Distribution Supervisor position to SCVMC's Sterile Processing Department

**Service Impact:** The Distribution Supervisor position will manage equipment, instruments, and medical supplies in the Sterile Processing Department through the development, implementation and maintenance of instrument inventory tracking systems. This position will also investigate instrument issues and resolve conflicts as well as coordinate new instrument needs, repairs, and service needs to maintain the proper instrument inventories at all times.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$120,165**

## ● Comprehensive Perinatal Services Program

**Recommended Action:** Expand Comprehensive Perinatal Services Program (CPSP) program by adding 2.0 FTE Clinical Nurse III positions as well as related services and supplies.

**Service Impact:** CPSP is a Medi-Cal funded program. It provides comprehensive culturally competent services to pregnant mothers with Medi-Cal, from conception through 60 days postpartum. The Clinical Nurses will be placed in two established family medicine clinics at

Valley Health Care (VHC) Milpitas and VHC Gilroy to provide appropriate care services including postpartum, lactation education and support.

**Positions Added: 2.0 FTE**  
**Ongoing Net Savings: \$242,479**  
Ongoing Salaries & Benefits: \$396,434  
Ongoing Services & Supplies: \$42,494  
Ongoing Revenue: \$681,407

## ↑ SPARK Clinic Expansion

**Recommended Action:** Add 3.5 FTE positions in the Supporting, Protecting, and Respecting Kids (SPARK) Clinic.

### Summary of Position Changes

Class	Description	FTE
S59	Nurse Practitioner	1.0
S85	Licensed Vocational Nurse	1.0
Y41	Psychiatric Social Worker	1.0
Y03	Medical Social Worker	0.5
<b>Total</b>		<b>3.5</b>

**Service Impact:** The SPARK clinic moved to VHC Downtown San Jose, and clinic service hours have expanded from 20 to 40 per week. To continue to provide a medical home for foster children, additional staff is needed to sustain the expanded service. The clinic collaborates with multiple agencies to provide intensive care coordination via the whole person care model. The additional positions in SPARK clinic will be able to extend hours of service and meet the targeted increase for patient visits.

**Positions Added: 3.5 FTE**  
**Ongoing Net Savings: \$475,285**  
Ongoing Salaries & Benefits: \$582,108  
Ongoing Services & Supplies: \$66,927  
Ongoing Revenue: \$1,124,320

## ↑ Moorpark Dental Clinic

**Recommended Action:** Add 9.0 FTE positions in the Moorpark Dental Clinic as well as related services and supplies.

## Summary of Position Changes

Class	Description	FTE
Q98	Dentist	3.0
P76	Registered Dental Assistant	4.0
D2E	Health Services Representative	2.0
<b>Total</b>		<b>9.0</b>

**Service Impact:** Santa Clara Valley Health and Hospital System (SCVHHS) will expand the Dental Program to include a Pediatric Dental Clinic at Valley Health Center Moorpark. The new clinic anticipates providing approximately 6,500 visits annually and will consist of four operatories. In accordance with the Dental Transformation Initiatives Domain One goals, the new Pediatric Dental Clinic will provide comprehensive oral health services, by improving access to preventive services for children's teeth and gums. The successful implementation of this program will result in the dental clinic meeting its target for increased visit volume.

**Positions Added: 9.0 FTE**  
**Ongoing Net Savings: \$943,246**  
 Ongoing Salaries & Benefits: \$1,355,115  
 Ongoing Services & Supplies: \$145,473  
 Ongoing Revenue: \$2,443,834

### ↑ Increase Staffing for Diabetes Management

**Recommended Action:** Add 3.0 FTE Nurse Practitioner positions and 3.0 FTEs Licensed Vocational Nurse positions to expand Diabetes Management Services as well as related services and supplies..

**Service Impact:** The Nurse Practitioners and License Vocational Nurses will be added to the Primary Care Clinics. Diabetes Care Management will support patients to understand and manage their disease, and improve their health. SCVMC diabetic patient population has increased 140 percent over the last three years. Medical costs for patients with diabetes are close to double when compared with that for patients without diabetes.

Successful implementation of the Diabetes Management initiative will increase the number of diabetic patients who receive intensive services recommended for this population, including blood glucose and cholesterol testing and retinal eye exams.

**Positions Added: 6.0 FTE**  
**Ongoing Net Cost: \$52,232**  
 Ongoing Salaries & Benefits: \$1,043,537  
 Ongoing Services & Supplies: \$62,745  
 Ongoing Revenue: \$1,054,050

### ↑ Add Analyst to SCVMC's Contracts Solutions Department

**Recommended Action:** Add 1.0 FTE Sr. Management Analyst position and reduce services and supplies to support contracting activity related to Whole Person Care.

**Service Impact:** Workload is expected to increase in FY17-18 as a result of the expansion of services anticipated under the Whole Person Care program. The additional analyst will support SCVHHS's effort to deliver services to HUMS patients (High Users of Multiple Systems). The Contract Solutions Department (CSD) supports contracting efforts by SCVHHS. CSD analysts are responsible for the execution, monitoring, and reporting of approximately 400 contracts. The analysts are required to perform complex analytical work and serve as subject matter experts in the areas of contract management and interpretation of applicable Board policies.

**Positions Added: 1.0 FTE**  
**Ongoing Net Cost: \$0**  
 Ongoing increase Salaries & Benefits: \$154,952  
 Ongoing decrease Services & Supplies: \$154,952

### ● Reduce Information Systems Staffing

**Recommended Action:** Delete 1.0 FTE Information Systems Manager II position due to a decrease in Mental Health Services Act (MHSA) funding.

**Service Impact:** BHSD will continue to fund 4 IT positions through MHSA, as these staff are participating in the HealthLink and Practice Management Solution

implementation, supporting a Computer Learning Center for mental health consumers, and managing MHA finance services.

**Positions Deleted: 1.0 FTE**

**Ongoing Net Cost: \$0**

Decrease in cost: \$180,688

Reduction in reimbursement from BHSD: \$180,688

### ↑ Replace Coding Services Contract with Permanent FTEs

**Recommended Action:** Add 2.0 FTE Coder II positions and 3.0 FTE Professional Coding Analyst positions and reduce contract services budget.

**Service Impact:** Pursuant to board approval for coding contracts with outside vendors, an agreement was made with CEMA members that the SCVMCs Health Information Management Services department (HIMS) will reduce the work that is sent out to contractors. HIMS expects reliance on outside vendors for coding services can be reduced by the cost of the positions being added.

**Positions Added: 5.0 FTE**

**Ongoing Net Cost: \$0**

Ongoing decrease in Salaries & Benefits: \$694,402

Ongoing decrease in services & Supplies: \$694,402

### ● Children's Medical Coverage

**Recommended Action:** Allocate one-time funding in the amount of \$584,100 to SCVMC for the continuation of expanded children's medical coverage.

**Service Impact:** Community outreach, prevention, and education identifies uninsured children and assists with enrollment into subsidized health coverage; provides dental screenings among children and provides follow up to the parents of the children whose screening results indicate a dental issue; and provides vision screenings among children and provides follow up to the parents of the children whose screening results indicate a vision issue. Parenting classes assist parents and caregivers with implementing health lifestyles in their homes. 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 follow up care and prescribed treatment. In FY 16-17,

the funding was renewed in the amount of \$584,100. This recommendation will provide ongoing funding for the program for the upcoming fiscal year.

**One-time Cost: \$584,100**

### ↑ Roots Community Health Center

**Recommended Action:** Allocate one-time funding in the amount of \$1,000,000 to SCVMC for personnel and operating costs of the Roots Community Health Center.

**Service Impact:** This facility will provide direct services to over 1,300 HUMS, including hospital-based emergency departments, emergency psychiatric services, and other acute care settings. In FY 16-17, funding was allocated to support the start-up costs of infrastructure, construction and staffing for the Roots Clinic. This funding request will address personnel and operating costs. The Roots Community Health Center will partner with a number of agencies and groups to reduce health disparities among the African/African Ancestry population in Santa Clara County, including Whole Person Care, Ambulatory and Community Health Services, Behavioral Health Services, Valley Health Plan, Public Health Black Infant Health Program, Social Services Agency, and the Reentry Program.

**One-time Cost: \$1,000,000**

### ● Delete Chronically Vacant Positions

**Recommended Action:** Delete positions that have been chronically vacant for more than two years. The positions deleted are as follows:

#### Summary of Position Changes

Class	Description	FTE
D02	Medical Unit Clerk	(1.5)
S85	Licensed Vocational Nurse	(1.0)
S9S	Mental Health Worker	(0.5)
<b>Total</b>		<b>(3.0)</b>

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended



Budget. The County Executive 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 2016. 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.

**Positions Deleted: 3.0 FTE**  
**Ongoing Savings: \$288,660**



## Santa Clara Valley Medical Center Summary of Budgeted Expenditures and Revenues

	FY 16-17 Approved	FY 17-18 Recommended	Difference	Percent Difference
<b>FTES &amp; Statistics</b>				
Payroll FTEs	5,795.48	6,156.98	181.5	3.0%
Total Patient Days	113,953	128,023	14,070	12.3%
Average Daily Census (ADC)	312.2	350.7	38.5	12.3%
Acute Outpatient Observation ADC	6.8	6.8	0.0	0.0%
Outpatient Visits	850,000	916,849	66,849	7.9%
<b>Operations</b>				
Patient Revenue	1,157,079,597	1,358,899,490	201,819,893	17.4%
DSRIP	56,943,000	56,943,000	0	0.0%
Whole Person Care	0	21,343,720	21,343,720	0.0%
Cost Recovery	69,836,901	69,839,546	2,645	0.0%
Realignment	10,532,421	10,532,417	(4)	0.0%
Revenue from Bonds	273,000	657,000	384,000	140.7%
Other	151,376,417	57,801,598	(93,574,819)	-61.8%
<b>Total Revenue from Operations</b>	<b>1,446,041,336</b>	<b>1,576,016,771</b>	<b>129,975,435</b>	<b>9.0%</b>
<b>Expenses</b>				
Payroll/Personnel	1,038,054,826	1,095,575,292	57,520,466	5.5%
Services and Supplies	440,348,143	522,259,202	81,911,059	18.6%
County Overhead	32,015,321	29,824,041	(2,191,280)	-6.8%
Debt Service	47,857,946	42,854,984	(5,002,962)	-10.5%
Interest Expense	17,163,880	17,626,827	462,947	2.7%
Transfers	(33,400,713)	(31,970,629)	1,430,084	-4.3%
Reserves	4,978,266	0	(4,978,266)	-100.0%
<b>Total Expenses</b>	<b>1,547,017,669</b>	<b>1,676,169,717</b>	<b>129,152,048</b>	<b>8.3%</b>
Operating Income/Loss	(100,976,333)	(100,152,946)	823,387	-0.8%
<b>Transfers</b>				
Vehicle License Fee Revenue	37,467,718	41,128,170	3,660,452	9.8%
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	37,111,145	32,627,303	(4,483,842)	-12.1%
<b>Total General Fund Subsidy</b>	<b>97,978,863</b>	<b>97,155,473</b>	<b>(823,390)</b>	<b>-0.8%</b>
Operating Transfers	(4,879,967)	(4,879,967)	0	0.0%
<b>Total Transfers</b>	<b>93,098,896</b>	<b>92,275,506</b>	<b>(823,390)</b>	<b>-0.9%</b>
<b>Net Income/(Loss)</b>	<b>(7,877,437)</b>	<b>(7,877,440)</b>	<b>(3)</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6846	SCVMC Capital Fund 0059	136,041,571	4,811,550	3,384,160	3,384,160	(1,427,390)	-29.7%
092106	SCVMC Operations Fund 0060	1,479,998,607	1,611,897,636	1,710,610,913	1,741,049,684	129,152,048	8.0%
<b>Total Net Expenditures</b>		<b>\$ 1,616,040,178</b>	<b>\$ 1,616,709,186</b>	<b>\$ 1,713,995,073</b>	<b>\$ 1,744,433,844</b>	<b>\$ 127,724,658</b>	<b>7.9%</b>

**Santa Clara Valley Medical Center— Budget Unit 921**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6846	SCVMC Capital Fund 0059	136,041,571	4,811,550	3,384,160	3,384,160	(1,427,390)	-29.7%
092106	SCVMC Operations Fund 0060	1,514,574,883	1,645,298,349	1,742,085,300	1,773,020,313	127,721,964	7.8%
<b>Total Gross Expenditures</b>		<b>\$ 1,650,616,453</b>	<b>\$ 1,650,109,899</b>	<b>\$ 1,745,469,460</b>	<b>\$ 1,776,404,473</b>	<b>\$ 126,294,574</b>	<b>7.7%</b>

**Santa Clara Valley Medical Center— Budget Unit 921**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 982,411,242	\$ 1,038,054,826	\$ 1,068,570,515	\$ 1,095,575,292	\$ 57,520,466	5.5%
Services And Supplies	456,111,812	472,557,864	548,252,348	552,182,584	79,624,720	16.8%
Other Charges	18,546,479	17,163,880	17,626,827	17,626,827	462,947	2.7%
Fixed Assets	156,537,565	21,946,374	16,037,801	16,037,801	(5,908,573)	-26.9%
Operating/Equity Transfers	37,009,356	95,408,689	94,981,969	94,981,969	(426,720)	-0.4%
Reserves	—	4,978,266	—	—	(4,978,266)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 1,650,616,453</b>	<b>\$ 1,650,109,899</b>	<b>\$ 1,745,469,460</b>	<b>\$ 1,776,404,473</b>	<b>\$ 126,294,574</b>	<b>7.7%</b>
Expenditure Transfers	(34,576,275)	(33,400,713)	(31,474,387)	(31,970,629)	1,430,084	-4.3%
<b>Total Net Expenditures</b>	<b>\$ 1,616,040,178</b>	<b>\$ 1,616,709,186</b>	<b>\$ 1,713,995,073</b>	<b>\$ 1,744,433,844</b>	<b>\$ 127,724,658</b>	<b>7.9%</b>





### Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6846	SCVMC Capital Fund 0059	\$ 184,610,587	\$ 4,811,550	\$ 3,384,160	\$ 3,384,160	\$ (1,427,390)	-29.7%
092106	SCVMC Operations Fund 0060	1,516,415,222	1,604,020,196	1,702,733,473	1,733,172,244	129,152,048	8.1%
<b>Total Revenues</b>		<b>\$ 1,701,025,809</b>	<b>\$ 1,608,831,746</b>	<b>\$ 1,706,117,633</b>	<b>\$ 1,736,556,404</b>	<b>\$ 127,724,658</b>	<b>7.9%</b>

### Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 1,242,730,555	\$ 1,185,431,000	\$ 1,325,537,333	\$ 1,348,863,471	\$ 163,432,471	13.8%
Other Financing Sources	321,944,607	153,035,635	144,595,557	150,634,648	(2,400,987)	-1.6%
Revenue From Other Government Agencies	3,700,557	60,000,000	81,343,720	81,343,720	21,343,720	35.6%
Aid From Government Agencies - Federal	4,313,800	3,785,544	3,379,247	3,379,247	(406,297)	-10.7%
Aid From Government Agencies - State	126,841,322	205,429,567	151,261,776	152,335,318	(53,094,249)	-25.8%
Revenue From Use Of Money/Property	1,494,967	1,150,000	—	—	(1,150,000)	-100.0%
<b>Total Revenues</b>	<b>\$ 1,701,025,809</b>	<b>\$ 1,608,831,746</b>	<b>\$ 1,706,117,633</b>	<b>\$ 1,736,556,404</b>	<b>\$ 127,724,658</b>	<b>7.9%</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 2017 Approved Budget	—	\$ 4,811,550	\$ 4,811,550
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(95,059)	—
Other Adjustments	—	(1,332,331)	(1,427,390)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 3,384,160</b>	<b>\$ 3,384,160</b>
<b>Recommended Changes for FY 2018</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>\$ 3,384,160</b>	<b>\$ 3,384,160</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 2017 Approved Budget	5,976.0	\$ 1,611,897,636	\$ 1,604,020,196
Board Approved Adjustments During FY 2017	17.1	39,909,391	39,484,430
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.6	22,591,646	—
IntraCounty Adjustments	—	3,995,852	384,000
Other Adjustments	—	32,216,388	58,844,847
<b>Subtotal (Current Level Budget)</b>	<b>5,992.5</b>	<b>\$ 1,710,610,913</b>	<b>\$ 1,702,733,473</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 634,464	\$ 6,039,091
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,239,771)	—
921.1 Activation of Sobrato Pavilion	43.5	6,810,774	715,469
921.1 Activation of Sobrato Pavilion	56.6	9,293,801	16,732,108
921.3 Add Supervisor to Sterile Processing	1.0	120,165	—
921.5 Add 2 Clin. Lab Scientist positions to Transfusion Svs	2.0	328,466	—
921.10 Add Weekend Coverage for Cardiac Catheterization Lab	1.0	187,329	—
921.4 Diagnostic Imaging Staffing Adjustment	2.0	—	—
921.9 Enhance Cancer Center Clinical Research	1.0	132,737	—
921.6 Adjust Outpatient Pharmacy Staffing	3.9	268,953	301,083
921.20 Developmental Screening Services	7.0	824,446	—
921.13 Comprehensive Perinatal Services Program (CPSP)	2.0	438,928	681,407
921.15 Increase Staffing for Diabetes Management	6.0	1,106,282	1,054,050
921.7 Establish Specialty Care Access Transformation Team	12.0	1,309,739	1,118,263
921.8 Add Audiologist to Replace Contract	1.0	178,573	229,146
921.11 Moorpark Dental Clinic	9.0	1,500,588	2,443,834
SCC.19 Enhance Behavioral Health Billing Staff	2.0	138,120	—
SCC.18 Reduce Information Systems Staffing	-1.0	(180,688)	—
921.23 Strengthen VMC Analytics	3.0	893,799	—
921.14 SPARK Clinic Expansion	3.5	649,035	1,124,320
921.18 Add Analyst to SCVMCOs Contracts Solutions Department	1.0	—	—
921.2 Activation of Sobrato Pavilion	—	6,039,091	—
921.17 Strengthen HHS Information Services Project Mgmt	3.0	—	—
921.16 Replace Coding Services Contract with Permanent FTEs	5.0	—	—
921.21 Children's Medical Coverage	—	584,100	—
921.22 Roots Community Health Center	—	1,000,000	—
SCC.21 Delete Chronically Vacant FTE	-3.0	(288,660)	—
SCC.17 Add Personnel & Equipment for Jail Reform	2.0	538,810	—



**SCVMC Operations Fund 0060 — Cost Center 092106**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
921.12 Enhance Language Services	1.0	169,690	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>164.5</b>	<b>\$ 30,438,771</b>	<b>\$ 30,438,771</b>
<b>Recommended Budget</b>	<b>6,157.0</b>	<b>\$ 1,741,049,684</b>	<b>\$ 1,733,172,244</b>





# Section 5: Housing, Land Use, Environment and Transportation

Section 5: Housing, Land Use, Environment and Transportation



# Housing, Land Use, Environment & Transportation

## Mission

The mission of Housing, Land Use, Environment, and Transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, mitigate health and safety risks and conserve natural resources.



## Departments

### ➔ Environmental Services Departments

- Department of Planning and Development
- Consumer and Environmental Protection Agency
  - Department of Agriculture and Environmental Management
  - Department of Environmental Health
  - Vector Control District
- Department of Parks and Recreation

### ➔ Roads and Airports Departments

- Roads Department
- Airports Department

### ➔ County Fire Districts

- Santa Clara County Central Fire Protection District
- Los Altos Hills County Fire District
- South Santa Clara County Fire District

# Housing, Land Use, Environment & Transportation

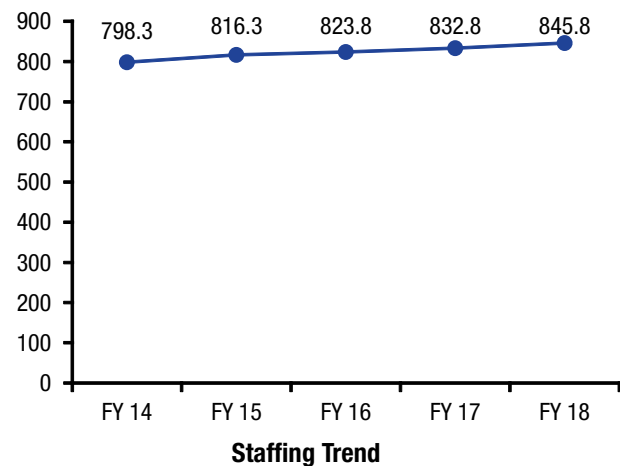
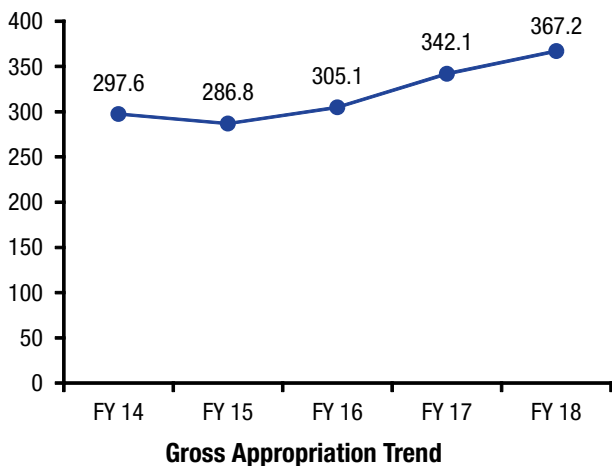
Planning and Development  
Budget Unit 260

Roads and Airports Departments  
Budget Units 603, 608

Consumer & Environmental Protection Agency  
Budget Units 261, 262, 411

Fire Districts  
Budget Units 904, 979, 980

Parks and Recreation  
Budget Unit 710



Staffing Trend data does not include the Santa Clara County Central Fire District Employees

Section 5: Housing, Land Use, Environment and Transportation



### Net Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
260	Department of Planning and Development	\$ 14,279,054	\$ 19,234,390	\$ 19,889,678	\$ 19,906,331	\$ 671,941	3.5%
710	Parks and Recreation Department	75,549,058	60,962,959	50,687,295	86,549,986	25,587,027	42.0%
262	Agriculture and Environmental Mgmt	15,558,956	19,508,865	18,934,160	19,910,304	401,439	2.1%
261	Department of Environmental Health	19,927,989	23,255,593	24,344,454	24,608,502	1,352,908	5.8%
411	Vector Control District	7,235,269	8,470,275	8,299,995	8,312,697	(157,578)	-1.9%
603	Roads & Airports Department - Roads	63,667,446	57,060,777	50,592,425	49,689,385	(7,371,392)	-12.9%
608	Roads & Airports Dept - Airports	2,138,451	5,403,554	2,573,526	2,488,080	(2,915,474)	-54.0%
904	Central Fire Protection District	98,479,405	118,919,729	105,075,758	126,030,114	7,110,385	6.0%
979	Los Altos Hills County Fire District	10,202,611	10,324,001	6,142,026	9,590,026	(733,975)	-7.1%
980	South Santa Clara County Fire Protection District	5,126,566	6,382,367	6,184,514	6,459,514	77,147	1.2%
<b>Total Net Expenditures</b>		<b>\$ 312,164,806</b>	<b>\$ 329,522,511</b>	<b>\$ 292,723,832</b>	<b>\$ 353,544,940</b>	<b>\$ 24,022,428</b>	<b>7.3%</b>

### Gross Expenditures By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
260	Department of Planning and Development	\$ 14,399,548	\$ 19,346,019	\$ 20,001,307	\$ 20,017,960	\$ 671,941	3.5%
710	Parks and Recreation Department	76,335,228	62,667,651	52,396,949	88,259,640	25,591,989	40.8%
262	Agriculture and Environmental Mgmt	19,058,651	23,598,006	23,067,180	24,080,104	482,098	2.0%
261	Department of Environmental Health	20,381,239	23,707,728	24,796,589	25,060,637	1,352,908	5.7%
411	Vector Control District	7,256,815	8,470,275	8,299,995	8,312,697	(157,578)	-1.9%
603	Roads & Airports Department - Roads	68,955,184	61,260,777	50,592,425	54,889,385	(6,371,392)	-10.4%
608	Roads & Airports Dept - Airports	2,138,451	5,403,554	2,573,526	2,488,080	(2,915,474)	-54.0%
904	Central Fire Protection District	100,117,458	120,915,065	107,130,953	128,085,309	7,170,244	5.9%
979	Los Altos Hills County Fire District	10,202,611	10,324,001	6,142,026	9,590,026	(733,975)	-7.1%
980	South Santa Clara County Fire Protection District	5,126,566	6,382,367	6,184,514	6,459,514	77,147	1.2%
<b>Total Gross Expenditures</b>		<b>\$ 323,971,751</b>	<b>\$ 342,075,444</b>	<b>\$ 301,185,464</b>	<b>\$ 367,243,352</b>	<b>\$ 25,167,908</b>	<b>7.4%</b>



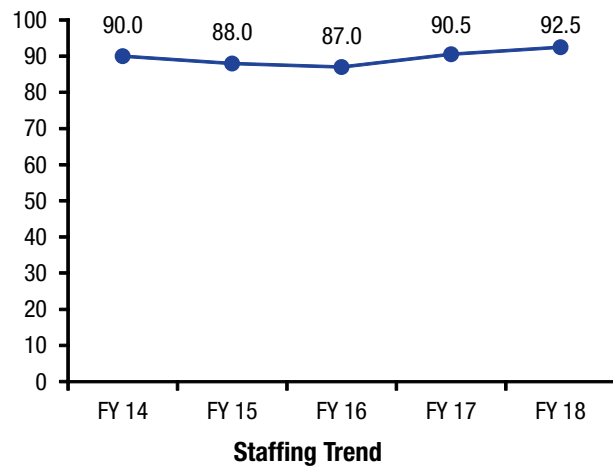
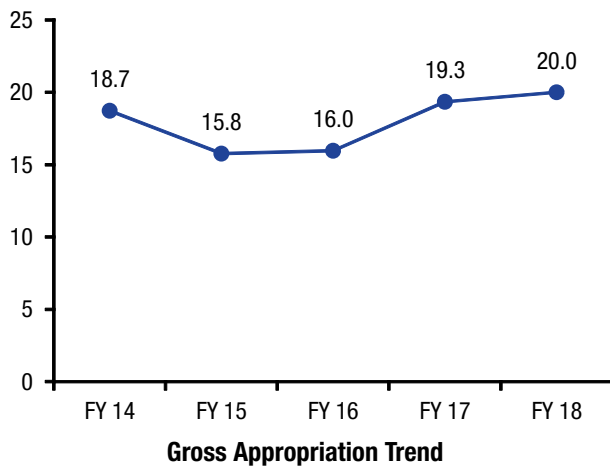
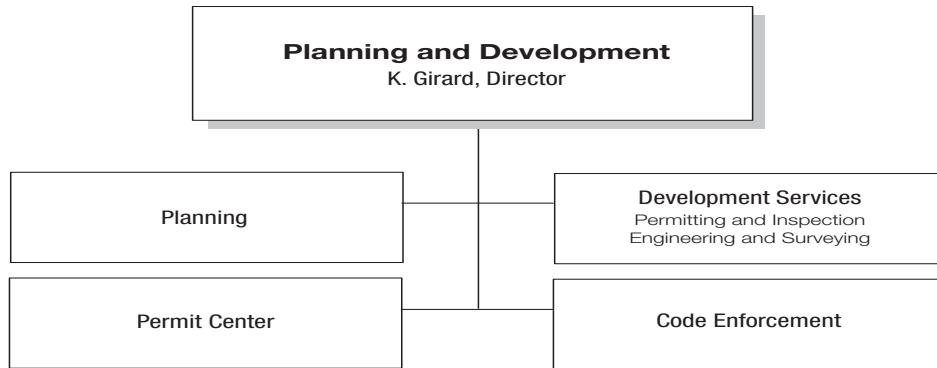


## Revenues By Department

BU	Department Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
260	Department of Planning and Development	\$ 9,399,851	\$ 11,970,944	\$ 12,075,884	\$ 12,075,884	\$ 104,940	0.9%
710	Parks and Recreation Department	64,773,889	63,004,421	70,244,480	83,589,480	20,585,059	32.7%
262	Agriculture and Environmental Mgmt	11,584,319	10,657,082	10,936,395	11,100,302	443,220	4.2%
261	Department of Environmental Health	21,612,663	21,102,818	21,675,581	21,675,581	572,763	2.7%
411	Vector Control District	7,162,038	7,112,367	7,137,604	7,137,604	25,237	0.4%
603	Roads & Airports Department - Roads	48,405,655	46,072,216	49,778,058	50,218,058	4,145,842	9.0%
608	Roads & Airports Dept - Airports	2,540,841	5,126,550	2,166,550	2,166,550	(2,960,000)	-57.7%
904	Central Fire Protection District	103,855,296	101,791,739	111,489,382	111,489,382	9,697,643	9.5%
979	Los Altos Hills County Fire District	9,880,884	10,050,000	10,898,760	10,898,760	848,760	8.4%
980	South Santa Clara County Fire Protection District	5,273,443	5,817,900	6,057,887	6,057,887	239,987	4.1%
<b>Total Revenues</b>		<b>\$ 284,488,878</b>	<b>\$ 282,706,037</b>	<b>\$ 302,460,581</b>	<b>\$ 316,409,488</b>	<b>\$ 33,703,451</b>	<b>11.9%</b>



# Department of Planning and Development





## Description of Major Services

### Planning

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. Other responsibilities include policy analysis, geographic information system (GIS) services, research and technical assistance relating to land use, housing, environmental protection, and historic preservation. The Division supports the Planning Commission, Airport Land Use Commission, and Historic Heritage Commission and implements the Santa Clara Valley Habitat Plan for development in the unincorporated areas. The Planning Division also administers the Williamson Act, Historic Preservation Ordinance, and Surface Mining and Reclamation Act.

### Development Services

Development Services Permitting and Inspection regulates construction and land development in unincorporated Santa Clara County. Staff with expertise in building construction, engineering, and fire safety reviews building plans and conducts inspections to ensure structures are safe, accessible, energy efficient, and in compliance with the County's building and fire

codes. Staff with expertise in grading and stormwater management ensure land development is completed in a safe and environmentally sound manner that considers geologic and watershed characteristics and local, State and Federal development standards. The County Surveyor maintains the integrity of real property boundaries by reviewing and approving maps and survey documents as required by State code and County ordinance.

### Permit Center

The Permit Center supports permit customers and centrally manages development permitting for planning, building, fire, engineering, roads and airports, and environmental health. Permit specialists guide and track permits throughout the process to ensure comprehensive, efficient, and timely processing.

### Code Enforcement Division

The Code Enforcement Division responds to resident complaints to evaluate and remedy land use and construction code violations. The Division coordinates enforcement actions with other County departments, such as Environment Health, Roads and Airports, and the Sheriff's office. The Division administers the administrative hearing process and works with the Offices of the County Counsel and District Attorney on civil and criminal violation complaints.

## Learning Organization

The Department is engaged in a transformation and modernization project (TM Project) to make improvements in the development permitting process.

Key accomplishments since the TM Project's inception include completion of a permit process reengineering project, construction and staffing of a new Permit Center, implementation of a staff development and training program, and consolidation of the building, fire, and engineering offices into a single development services division.

The primary focus of the TM Project in FY 17-18 will be the Department's configuration and switch over to an integrated software platform to manage permit processing and customer relations. This is the capstone and final initiative of the TM Project. The software will support the reengineered permit process and the operational goals of the TM Project to decrease overall permit processing time by 40 percent and increase customer satisfaction scores 20 percent over 2014 baseline levels.

## Measures of Success

**Permit Processing Time:** The Planning and Development Department will work to reduce permit processing times, a high priority of Department customers. Current reductions in permit processing time are being achieved through improved management, application of efficiency principles, and use of modern information technology. The Planning and Development Department will measure the time it takes to issue planning and building permits from the date of application to the date of issuance. Through the

Department's Transformation and Modernization Initiative, the Department plans to reduce average permit processing time for all major permits.

**Customer Survey:** The Department is committed to manage operations and customer relationships in accordance with customer needs and expectations. The Department will survey permit applicants after they have completed the permit process and ask them to rate their satisfaction with the process.

## County Executive's Recommendation

Maintain the Current Level Budget for FY 17-18.

### Department of Planning and Development— Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1179	Surveyor Monument Fund 0366	\$ 76,238	\$ 90,000	\$ 90,000	\$ 90,000	—	—
026001	Planning & Development Fund 0001	14,202,816	19,144,390	19,799,678	19,816,331	671,941	3.5%
<b>Total Net Expenditures</b>		<b>\$ 14,279,054</b>	<b>\$ 19,234,390</b>	<b>\$ 19,889,678</b>	<b>\$ 19,906,331</b>	<b>671,941</b>	<b>3.5%</b>



**Department of Planning and Development— Budget Unit 260**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1179	Surveyor Monument Fund 0366	\$ 76,238	\$ 90,000	\$ 90,000	\$ 90,000	—	—
026001	Planning & Development Fund 0001	14,323,310	19,256,019	19,911,307	19,927,960	671,941	3.5%
<b>Total Gross Expenditures</b>		<b>\$ 14,399,548</b>	<b>\$ 19,346,019</b>	<b>\$ 20,001,307</b>	<b>\$ 20,017,960</b>	<b>\$ 671,941</b>	<b>3.5%</b>

**Department of Planning and Development— Budget Unit 260**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 11,631,805	\$ 14,316,839	\$ 14,583,680	\$ 14,550,948	\$ 234,109	1.6%
Services And Supplies	2,732,051	3,763,198	4,262,225	4,311,610	548,412	14.6%
Fixed Assets	35,692	110,580	—	—	(110,580)	-100.0%
Operating/Equity Transfers	—	1,155,402	1,155,402	1,155,402	—	—
<b>Total Gross Expenditures</b>	<b>\$ 14,399,548</b>	<b>\$ 19,346,019</b>	<b>\$ 20,001,307</b>	<b>\$ 20,017,960</b>	<b>\$ 671,941</b>	<b>3.5%</b>
Expenditure Transfers	(120,494)	(111,629)	(111,629)	(111,629)	—	—
<b>Total Net Expenditures</b>	<b>\$ 14,279,054</b>	<b>\$ 19,234,390</b>	<b>\$ 19,889,678</b>	<b>\$ 19,906,331</b>	<b>\$ 671,941</b>	<b>3.5%</b>

**Department of Planning and Development— Budget Unit 260**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1179	Surveyor Monument Fund 0366	\$ 34,200	\$ 41,355	\$ 41,355	\$ 41,355	—	—
026001	Planning & Development Fund 0001	9,365,651	11,929,589	12,034,529	12,034,529	104,940	0.9%
<b>Total Revenues</b>		<b>\$ 9,399,851</b>	<b>\$ 11,970,944</b>	<b>\$ 12,075,884</b>	<b>\$ 12,075,884</b>	<b>\$ 104,940</b>	<b>0.9%</b>



## Department of Planning and Development— Budget Unit 260

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	\$ 2,010,396	\$ 3,963,726	\$ 4,233,886	\$ 4,233,886	\$ 270,160	6.8%
Licenses, Permits, Franchises	4,745,143	5,468,781	5,092,884	5,092,884	(375,897)	-6.9%
Charges For Services	2,481,634	2,423,152	2,509,514	2,509,514	86,362	3.6%
Fines, Forfeitures, Penalties	162,677	115,285	239,600	239,600	124,315	107.8%
<b>Total Revenues</b>	<b>\$ 9,399,851</b>	<b>\$ 11,970,944</b>	<b>\$ 12,075,884</b>	<b>\$ 12,075,884</b>	<b>\$ 104,940</b>	<b>0.9%</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 2017 Approved Budget	—	\$ 90,000	\$ 41,355
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 90,000</b>	<b>\$ 41,355</b>
<b>Recommended Changes for FY 2018</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 2017 Approved Budget	90.5	\$ 19,144,390	\$ 11,929,589
Board Approved Adjustments During FY 2017	2.0	40,961	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	304,204	—
IntraCounty Adjustments	—	429,227	—
Other Adjustments	—	(119,104)	104,940
<b>Subtotal (Current Level Budget)</b>	<b>92.5</b>	<b>\$ 19,799,678</b>	<b>\$ 12,034,529</b>

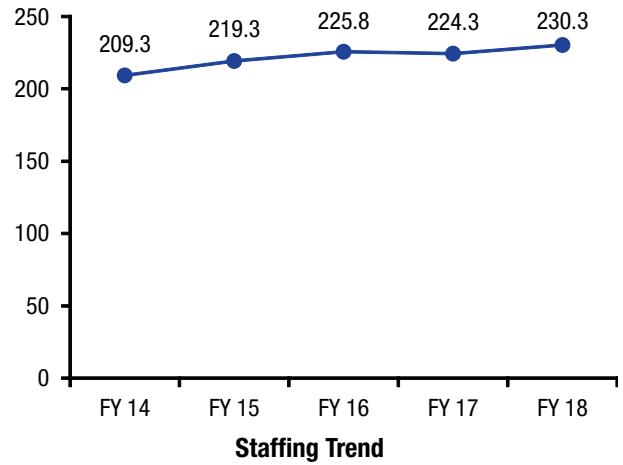
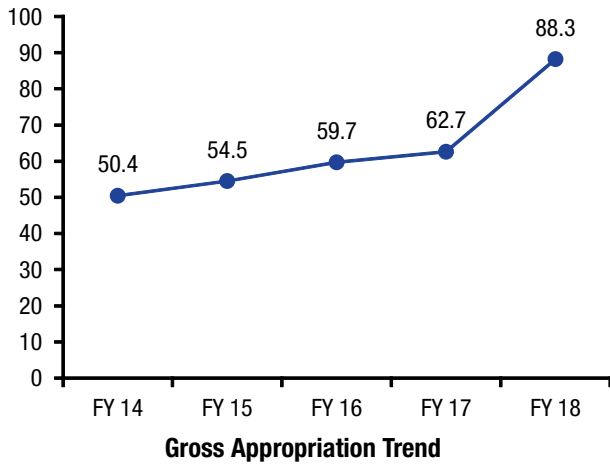
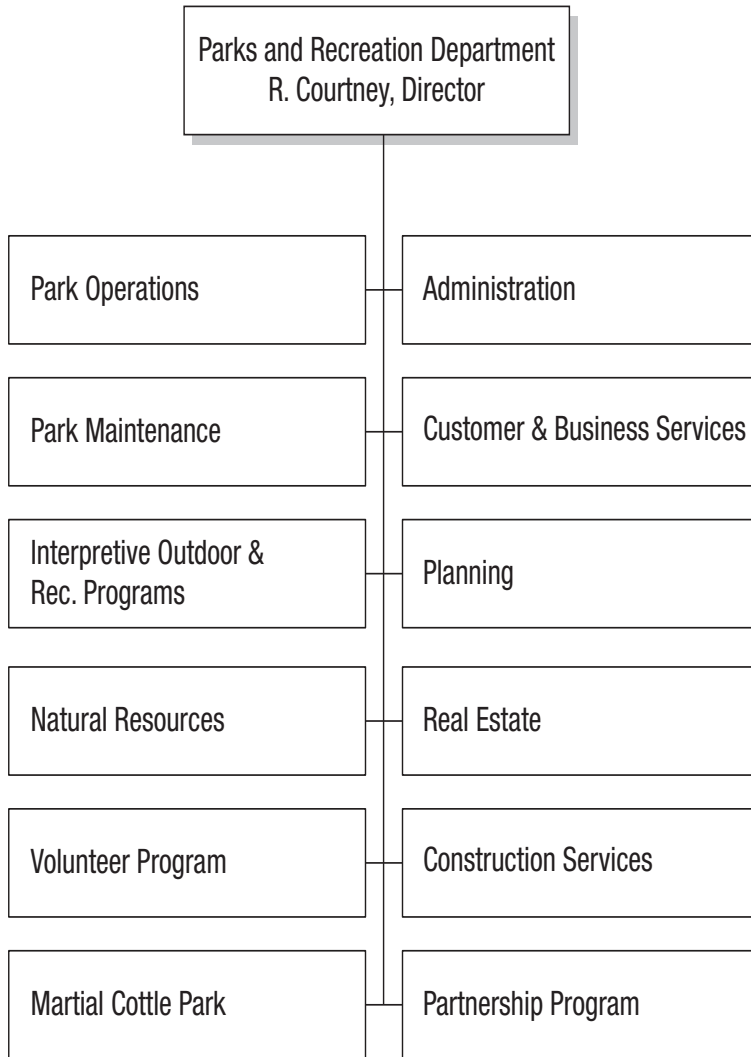


**Planning & Development Fund 0001 — Cost Center 026001**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 49,385	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(32,732)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 16,653</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>92.5</b>	<b>\$ 19,816,331</b>	<b>\$ 12,034,529</b>



# Department of Parks and Recreation







## Description of Major Services

Since the first county parkland was acquired in 1924, the County of Santa Clara park system has grown to include 28 regional parks encompassing nearly 50,000 acres of land, making it one of the largest regional park systems in California. The mission of the Department of Parks and Recreation is to provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations. To this purpose, the parks provide campgrounds, yurts, lakes, cultural, historic sites, and hundreds of miles of hiking, biking, and equestrian trails. The wide array of outdoor recreational opportunities include archery ranges, a velodrome, visitors' centers, a shooting range, off-road trails, dog parks, golf courses, and special event venues.

The ranger, maintenance, resource, and interpretive staffs are indispensable complements to the overall park experience, taking an active role in the stewardship of the County's natural resources and waterways. In addition, 3,000 volunteers donate more than 75,000 hours each year.

Other facilities include

- four major interpretive facilities and the Casa Grande mining history museum
- three off-leash dog facilities
- 10 reservoirs with four operating boat launches

- 12 campgrounds, including a total of 304 individual campsites, 61 recreational vehicle campsites, eight group campsites, eight equestrian campsites, 10 amphitheaters, four RV dump stations, and six shower facilities
- 46 group picnic facilities, including 16 covered structures
- two golf courses
- fly-casting ponds, off-road motorcycle park, disc golf course, and other similar facilities
- 75 restroom facilities
- 343 miles of trails, including 56 miles of paved trails
- 29 miles of paved roads and 135 paved parking lots with a total of 5,233 spaces
- 10 water systems entirely built and operated by Parks staff
- 28 vehicle bridges and 86 foot bridges
- 77 acres of irrigated lawns and landscaped areas

■ 49,215 land acres and 2,896 lake acres

The Parks Operations Division protects park customers, natural resources and property through a comprehensive program of patrol, enforcement, education, interpretation, and emergency services.

The Park Maintenance Division provides clean, safe, accessible park grounds and facilities that give customers the opportunity to enjoy their park resources.

The 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.

The Interpretive Outdoor and Recreation Programs 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.

The 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.

The 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.

The 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.

## Learning Organization

The Santa Clara County Parks and Recreation Department continues to pursue strategies to enhance fiscal sustainability, provide great customer experiences, and foster a nimble learning organization. Underlying these three elements are the systems, processes, and data used by the Department to make informed decisions. The Department is currently focusing on seeking improvements in these areas while also continuing to strengthen its culture.

The Department continues to refine the Collaborative Park Management plans, initiated in 2015, to provide cross-functional park unit level plans that are mission-focused, data-driven, and customer-oriented. In 2017, the plans will shift from serving for a particular year to becoming a living document, updated continuously and accessible online.

Throughout 2016, three cross-divisional process improvement teams conducted extensive research and analysis in three distinct areas: accounting, budgeting and planning, and measuring visitation. The teams' efforts are anticipated to lead to significant process and systems improvements in 2017 that should provide more accessible and accurate data. The new accounting structure, new budget and planning process, and new

methods of capturing park visitation will give the Department a better understanding of trends and needs, priorities, costs, and resource allocation.

The Accounting Process Improvement Team is determining how to match the Department's accounting processes and methods to data analysis needs. The overarching desired result is for the accounting structure to capture the breakdown of revenue and expenditure by park or program area in order to understand the levels of cost recovery. The team is targeting implementation for the FY 18-19 budget.

Integrating and unifying the various budgeting and planning processes used by the Department is the goal of the Connecting Planning and Budget Processes Team. This team has devised a consolidated process for considering project and personnel requests. The new process is streamlined and more transparent, and it will incorporate evaluation criteria coming out of the strategic plan to aid in prioritization.

The Park Visitation and Usage Team has been focused on developing a more reliable method to measure and analyze park usage data. The Team will be implementing trail and vehicle counters department-

wide through a phased-in approach over the next year and a half. The Team also aims to provide enhanced access to the data through existing systems and processes.

In addition to these systems and process improvement efforts, the Department has also been continuing to seek ways to strengthen organizational culture. The

Positive Workplace Team is focused on enhancing team cohesion, organizational alignment, and staff morale through building trust, accountability, recognition, and enhancing communication. The Team will be establishing an "Excellence in Parks" award recognition program, providing quarterly Department updates, and promoting informal social events.

## Measure of Success

**Community and Customer Satisfaction:** The Parks Department will work toward meeting the needs of park visitors and the community by regularly assessing community and park visitor satisfaction with the County's regional park system and park visits. In addition to onsite input from park users and feedback via the website, regular surveys of park visitors and a statistically valid survey of a broadly representative sample of County residents will enable the Department to assess whether the Department's number, distribution, and quality of facilities and programs meets user needs and community expectations. Trend data is particularly useful for tracking success over the long term. The Department will conduct a statistically valid survey of residents in odd years and a random sample of park visitors in even years.

**Access to Parks and Trails:** The Department seeks to increase access to and use of regional parks and trails through opening areas not yet accessible, making strategic investments in new or enhanced visitor-serving facilities, and building out the regional trail system. Preserving and protecting land and natural resources is an important component of the Department's mission. Providing access to parkland is central to our mission and a distinctive aspect of the department compared with other regional conservation agencies and organizations. The Department's existing geographic information system data will be used to track the total acres of parkland open to public use and total number of trail miles open to public use on an annual basis.

Department of Parks and Recreation	FY14-15	FY15-16	FY16-17	FY17-18
Measures of Success	Actual	Actual	Anticipated	Targeted
Community and Customer Satisfaction:				
% of voters who rate the quality of County Parks as good to excellent	66%	N/A	76%	N/A
% of visitors who rate their experience at the park as satisfied to very satisfied	92%	N/A	In Progress	N/A
Access to Parks and Trails:				
Acres of regional parkland open to public access	46,554	46,554	47,522	47,522
Miles of trails open to public use	326	326	331	335



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Staff and Contract Funds to Support Park System	↑	Allows the Department to meet the demands of a growing park system.	5.0	\$881,147	\$217,024
Provide Funding to Advance Information Technologies	↑	Provide efficient and effective services.	—	\$475,500	\$393,000
Purchase Fixed Assets	↑	Funding will allow replacement of aging equipment and add new equipment.	—	—	\$749,000
Establish Reserve for Playground Grant Program	●	Establishing a reserve provides funding for future Board action but has no impact on service.	—	—	\$10,000,000
Parks Capital Program	↑	Funding for new capital improvement projects.	—	—	\$20,301,980
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

### ↑ Augment Staff and Contract Funding to Support Park System

**Recommended Action:** Add 6.0 FTE various positions, delete 1.0 FTE vacant Training Coordinator position, and add \$150,000 towards trail maintenance contract.

#### Summary of Position Changes

Class	Description	FTE
T29	Park Ranger Supervisor	1.0
T16	Park Maintenance Worker II	1.0
T27	Sr. Park Maintenance Worker	1.0
T31	Park Interpreter	1.0
C72	Sr. Real Estate Agent	1.0
T08	Sr. Park Ranger	1.0
T22	Park Training Coordinator	(1.0)
<b>Total</b>		<b>5.0</b>

**Service Impact:** These positions will enable the Department to increase access and use of regional parks and trails, increase operational oversight, keep up with changing regulatory compliance requirements, reduce deferred maintenance and continue to maintain the quality upkeep of parks, and ultimately to provide outstanding customer experiences.

The Park Interpreter for Martial Cottle Park will provide State-standard and curriculum-based education and interpretive programs related to the agricultural history of the County. The Park Ranger Supervisor will

coordinate emergency preparedness functions for the Department, support the Operations Division functions, and facilitate increased field supervision for Park Operations staff. The Senior Park Ranger for Grant Ranch Park will align park operations with park maintenance and enhance operating capacity and supervision at the County's largest park. The Sr. Park Maintenance Worker for motorcycle and field sports parks will provide park maintenance supervision and handle complex maintenance issues. The Park Maintenance Worker for Uvas Park will provide adequate coverage for campground maintenance. Finally, the Senior Real Estate Agent will manage park land usage agreements and handle property management issues.

The Department is also requesting \$150,000 for contract funding for conservation crews to supplement the trail maintenance responsibilities.

#### Net Positions Added: 5.0

Positions added: 6.0 FTE  
Positions deleted: 1.0 FTE

#### Ongoing Net Cost: \$881,147

Salaries and Benefits: \$731,147  
Funding for contract: \$150,000

#### One-time Savings: \$217,024

Salary savings reflecting time for recruitment



## ↑ Provide Funding to Advance Information Technologies

**Recommended Action:** Allocate \$393,000 one-time funds and \$475,000 ongoing funds towards enhancing information technology capabilities in support of efficient and effective services.

**Service Impact:** The Department is embarking on multifaceted information technology improvements to enhance visitor experiences and improve work processes and capacities for data collection and analysis.

Funded projects include bandwidth enhancement for the parks networks and public WiFi connectivity, a new reservation system, conference room projectors, Park Ranger information management software and related hardware tools, trail counters, and mobile information technology devices for maintenance staff.

**One-time Cost: \$393,000**  
**Ongoing Cost: \$475,500**

## ↑ Purchase Fixed Assets

**Recommended Action:** Allocate one-time appropriations for the following fixed assets:

- patrol boat - \$225,000
- new vehicle radios (4) - \$24,000
- trail utility vehicles (6) - \$129,000
- 75 gallon gas fire pumper - \$10,000
- electric motorcycle - \$13,000
- crawler dozer - \$220,000
- skip loader - \$100,000

Project	Purpose	Amount
ADA Improvement	To improve access to County parks as per ADA assessment completed in 2016-17.	\$100,000
AQ/Guadalupe Watershed TMDL	To support implementation of the watershed TMDL regulatory requirements and additional studies and surveys informing effectiveness of projects.	\$200,000
Calero/Rancho San Vicente Trails Master Plan Implementation	For continued construction of new multi-use trails and improvement of existing natural surface trails.	\$200,000
<b>Total</b>		<b>\$20,301,980</b>

- equipment transport trailer - \$28,000

**Service Impact:** These purchases will help reduce work injuries, decrease equipment repair costs, lessen the Department's carbon foot print, and improve operating efficiency.

**One-time Cost: \$749,000**

## ● Establish Reserve for Playground Grant Program

**Recommended Action:** Allocate \$10 million in one-time funds to a reserve for the establishment of an all-inclusive playground grant program.

**Service Impact:** The designated reserve will be used on a matching basis for the construction of one or two all-inclusive playgrounds in each of the five supervisorial districts. This grant program will match funds to provide grants to local cities, nonprofits, and other governmental entities, including school districts interested in building all-inclusive playgrounds in their communities.

**One-time Net Cost: \$10,000,000**

Transfer in from the General Fund: \$5M  
Transfer in from Measure A reserve: \$5M

## ↑ Parks Capital Program

**Recommended Action:** Allocate a \$20,301,980 one-time appropriation for capital projects, acquisition holding account, and labor distribution.

These projects are described in the following table.

**One-time Cost: \$20,301,980**

<b>Project</b>	<b>Purpose</b>	<b>Amount</b>
Coyote Lake-Harvey Bear Ranch (CLHBR) Improvements	To update the CLHBR master plan, including creating an alternate plan for the Bear Ranch flats, originally proposed to be developed into a golf course. The market for golf would not support another course at this location.(\$150,000) To replace deteriorated restroom at Sandy Beach Use of Coyote Lake County park.(\$350,000)	\$500,000
Department Grazing Program Improvements	To support the Department's Grazing Program with fencing, water infrastructure and sources, and cattle staging and hauling infrastructures.	\$50,000
Forest Health Management	To support implementation and expansion of the planning efforts to include additional forested areas.	\$50,000
Grant Park Master Plan Update and Implementation	To revise and update the master and natural resource plans and open Sulphur Creek Ranch property to the public.	\$150,000
Hellyer Master Plan Update and Implementation	To initiate site planning and initial implementation of planning to address turf conversion areas, group areas, use areas, and infrastructure.	\$50,000
Martial Cottle Implementation	To continue construction of park amenities related to the adopted master plan and upcoming life estate master plan.	\$1,000,000
Motorcycle Park Site Plan Implementation	To fully fund construction of the planned improvements of Motorcycle Park's Quarter Midget parking lot and maintenance shop.	\$120,000
Sanborn Master Plan Implementation	For the Welch Hurst area, Dyer House area, and the opening of Christensen property to public use. Sanborn: Dyer House - Implement the initial recommendations of the Sanborn master plan and utility existing conditions assessment. (\$200,000) Sanborn: Welch Hurst House -Funding to implement the initial recommendations of the Sanborn master plan. (\$250,000)	\$450,000
Paving Management	To replace, repair, or resurface paved infrastructure within the parks. The paving management program is a multi-year program with a goal of bringing the condition of paved roads, trails, and parking lots to a maintainable condition.	\$350,000
Park WiFi Installation (Internet Network Upgrades)	To complete the build-out of a secure, reliable, high-speed network backbone to link park facilities to County information technology systems and provide the public with WiFi access.	\$1,500,000
Vasona Meadowbrook and Creekside Group Area	To replace and enhance the Meadowbrook Group and Creekside Group reservable covered picnic areas at Vasona Lake County parks.	\$700,000
Historical Heritage Grant Program (HHC)	To the HHC Grant Program for community organization to complete historical structures with countywide significance.	\$90,000
Coyote Highlands and Canyons Improvements	To initiate planning for the recent acquisition of acres of land that connects Anderson Lake and Coyote Lake - Harvey Bear Ranch County Parks to each other and to Henry Coe State Park.	\$2,496,980
Preventive Maintenance Program	To renovate restrooms and bridges in poor condition. Restroom repairs include new water and sewer plumbing, new fixtures, new partitions, new flooring, and complete repainting. Depending on the condition of the bridges, some will be removed and replaced and some will be repaired.	\$125,000 (every other year)
Building Infrastructure Program	To plan, evaluate, and implement maintenance, upgrade, renovation, repair and possible replacement of all existing buildings in the park system. (\$200,000) Building infrastructure crews offices - with the addition of staff, current office space does not safely accommodate the staff office needs for the project and trail crews. (\$500,000)	\$700,000
Computer Maintenance Management System (CMMS)	To run the Maintenance Division more effectively and efficiently through new CMMS software. Software will ease work order requests, work scheduling, tracking of work, workplan creation, and inventory control.	\$375,000
NRM Habitat Restoration Program	For programming projects for habitat enhancement and restoration projects; improvement of park infrastructure related to habitat enhancement and restoration activities; and studies, planning and design, and surveys related to habitat enhancement and restoration activities.	\$250,000
Park Visitor Center Upgrades	To upgrade and repair existing Visitor Centers: Stevens Creek, Ed Levin, Coyote lake, Hellyer, and Vasona.	\$50,000
<b>Total</b>		<b>\$20,301,980</b>



Project	Purpose	Amount
Park Residence	This program will provide park residences with adequate maintenance. This will include major repairs, mold and asbestos removal, new roofs, replacement and upgrades of electrical and plumbing, and new flooring.	\$250,000
Sign Program	Fund sign program to provide consistent and uniform look of all park signage and aid the branding efforts of county parks so that visitors can easily identify a County Park.	\$100,000
Strategic Plan	Funding to allow for completion of the strategic plan update to include action items reflecting current conditions, new needs, identified long-term goals and new opportunities.	\$120,000
Unused Structure Management	Fund program to complete the recommendations of the Unused Structure Report and proceed with demolition of structures.	\$125,000
Utility Infrastructure	Upgrade existing utility systems that includes upgrading the potable and irrigation systems and upgrading & maintaining many water tanks, and other utility infrastructure in the county parks.	\$700,000
Capital Improvement Projects (CIP) Contingency	Allocates contingency funding for unforeseen circumstances that could arise during implementation and construction of CIP projects.	\$500,000
Acquisition Holding Account	Appropriate funding from the estimated 10% set aside of the voter-approved Park Charter Fund for the acquisition of future parklands.	\$7,300,000
Capital Projects Labor Distribution	Set asides to capture labor costs associated with capital projects.	\$1,700,000
	<b>Total</b>	<b>\$20,301,980</b>

### Parks and Recreation Department— Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5803	Martial Cottle Park - Fund 0039	\$ 1,092,788	\$ 1,656,886	\$ 1,617,173	\$ 1,704,928	\$ 48,042	2.9%
5851	Volunteer Program Fund 0039	363,648	547,882	669,701	673,559	125,677	22.9%
5852	Interpretive Program Fund 0039	1,562,732	1,873,694	1,916,909	1,916,178	42,484	2.3%
5864	Natural Resource Mgt Fund 0039	1,015,407	1,315,020	1,522,019	1,521,730	206,710	15.7%
5900	Parks Dedicated Development Fund 0064	713,993	1,625,021	326,554	5,746,554	4,121,533	253.6%
5901	Parks Capital Improvement Fund 0056	3,984,806	3,000,000	50,000	14,945,000	11,945,000	398.2%
5902	Parks Hist Heritage Fund 0065	21,657	—	—	90,000	90,000	n/a
5903	Parks Acquisition Fund 0066	25,812,303	8,048,908	286,897	7,686,897	(362,011)	-4.5%
5905	Parks Capital Improve Grant Fund 0067	123,178	—	—	2,496,980	2,496,980	n/a
5906	Parks Interest Fund 0068	—	—	—	3,295,000	3,295,000	n/a
5907	Planning & Dev Fund 0039	1,966,390	2,456,278	2,561,699	2,681,468	225,190	9.2%
5908	Construction Svcs Fund 0039	329,633	1,100,049	1,154,484	1,153,012	52,963	4.8%
5879	Retail Program - Fund 0039	95,247	35	911	911	876	2,502.9%



**Parks and Recreation Department— Budget Unit 710**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
071010	Administration Fund 0039	4,140,384	4,618,403	4,674,672	4,673,026	54,623	1.2%
071011	Customer & Business Svcs Fund 0039	6,186,658	6,200,763	6,724,639	7,225,136	1,024,373	16.5%
071013	Park Operations Fund 0039	15,321,380	15,542,091	15,496,079	16,343,686	801,596	5.2%
071014	Park Maintenance Fund 0039	12,818,853	12,977,928	13,685,557	14,395,920	1,417,992	10.9%
<b>Total Net Expenditures \$</b>		<b>75,549,058 \$</b>	<b>60,962,959 \$</b>	<b>50,687,295 \$</b>	<b>86,549,986 \$</b>	<b>25,587,027</b>	<b>42.0%</b>

**Parks and Recreation Department— Budget Unit 710**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5803	Martial Cottle Park - Fund 0039	\$ 1,092,788	\$ 1,656,886	\$ 1,617,173	\$ 1,704,928	\$ 48,042	2.9%
5851	Volunteer Program Fund 0039	363,648	547,882	669,701	673,559	125,677	22.9%
5852	Interpretive Program Fund 0039	1,562,732	1,873,694	1,916,909	1,916,178	42,484	2.3%
5864	Natural Resource Mgt Fund 0039	1,093,997	1,315,020	1,522,019	1,521,730	206,710	15.7%
5900	Parks Dedicated Development Fund 0064	713,993	1,625,021	326,554	5,746,554	4,121,533	253.6%
5901	Parks Capital Improvement Fund 0056	3,984,806	3,000,000	50,000	14,945,000	11,945,000	398.2%
5902	Parks Hist Heritage Fund 0065	21,657	—	—	90,000	90,000	n/a
5903	Parks Acquisition Fund 0066	25,812,303	8,053,600	296,551	7,696,551	(357,049)	-4.4%
5905	Parks Capital Improve Grant Fund 0067	123,178	—	—	2,496,980	2,496,980	n/a
5906	Parks Interest Fund 0068	—	—	—	3,295,000	3,295,000	n/a
5907	Planning & Dev Fund 0039	2,017,095	2,456,278	2,561,699	2,681,468	225,190	9.2%
5908	Construction Svcs Fund 0039	906,091	1,100,049	1,154,484	1,153,012	52,963	4.8%
5879	Retail Program - Fund 0039	95,247	35	911	911	876	2,502.9%
071010	Administration Fund 0039	4,140,384	4,618,403	4,674,672	4,673,026	54,623	1.2%
071011	Customer & Business Svcs Fund 0039	6,186,658	7,900,763	8,424,639	8,925,136	1,024,373	13.0%
071013	Park Operations Fund 0039	15,321,380	15,542,091	15,496,079	16,343,686	801,596	5.2%
071014	Park Maintenance Fund 0039	12,899,270	12,977,928	13,685,557	14,395,920	1,417,992	10.9%
<b>Total Gross Expenditures \$</b>		<b>76,335,228 \$</b>	<b>62,667,651 \$</b>	<b>52,396,949 \$</b>	<b>88,259,640 \$</b>	<b>25,591,989</b>	<b>40.8%</b>





### Parks and Recreation Department— Budget Unit 710 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 28,187,094	\$ 30,476,207	\$ 31,008,545	\$ 31,449,074	\$ 972,867	3.2%
Services And Supplies	15,768,094	17,670,312	19,598,404	20,674,586	3,004,274	17.0%
Fixed Assets	31,544,429	12,555,000	—	21,050,980	8,495,980	67.7%
Operating/Equity Transfers	835,611	1,690,000	1,690,000	4,985,000	3,295,000	195.0%
Reserves	—	276,132	100,000	10,100,000	9,823,868	3,557.7%
<b>Total Gross Expenditures</b>	<b>\$ 76,335,228</b>	<b>\$ 62,667,651</b>	<b>\$ 52,396,949</b>	<b>\$ 88,259,640</b>	<b>\$ 25,591,989</b>	<b>40.8%</b>
Expenditure Transfers	(786,170)	(1,704,692)	(1,709,654)	(1,709,654)	(4,962)	0.3%
<b>Total Net Expenditures</b>	<b>\$ 75,549,058</b>	<b>\$ 60,962,959</b>	<b>\$ 50,687,295</b>	<b>\$ 86,549,986</b>	<b>\$ 25,587,027</b>	<b>42.0%</b>

### Parks and Recreation Department— Budget Unit 710 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
5803	Martial Cottle Park - Fund 0039	\$ 83,280	\$ 43,500	\$ 43,500	\$ 43,500	—	—
5851	Volunteer Program Fund 0039	1	—	—	—	—	—
5852	Interpretive Program Fund 0039	1,710	—	—	—	—	—
5864	Natural Resource Mgt Fund 0039	4	—	—	—	—	—
5900	Parks Dedicated Development Fund 0064	2,464,622	2,620,659	5,955,837	5,955,837	3,335,178	127.3%
5901	Parks Capital Improvement Fund 0056	748,815	1,600,000	1,600,000	14,895,000	13,295,000	830.9%
5902	Parks Hist Heritage Fund 0065	90,000	90,000	90,000	90,000	—	—
5903	Parks Acquisition Fund 0066	8,771,087	7,861,978	5,984,412	5,984,412	(1,877,566)	-23.9%
5905	Parks Capital Improve Grant Fund 0067	867,870	—	—	—	—	—
5906	Parks Interest Fund 0068	79,203	1,100,000	1,100,000	1,100,000	—	—
5907	Planning & Dev Fund 0039	6,473,099	1,910,000	1,910,000	1,960,000	50,000	2.6%
5879	Retail Program - Fund 0039	0	—	—	—	—	—
071010	Administration Fund 0039	118,153	7,930	7,930	7,930	—	—
071011	Customer & Business Svcs Fund 0039	44,310,125	47,395,354	53,177,801	53,177,801	5,782,447	12.2%
071013	Park Operations Fund 0039	765,797	375,000	375,000	375,000	—	—
071014	Park Maintenance Fund 0039	122	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 64,773,889</b>	<b>\$ 63,004,421</b>	<b>\$ 70,244,480</b>	<b>\$ 83,589,480</b>	<b>\$ 20,585,059</b>	<b>32.7%</b>



**Parks and Recreation Department— Budget Unit 710**  
**Revenues by Type**

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Fines, Forfeitures, Penalties	\$ 42,874	\$ —	\$ —	\$ —	—	—
Charges For Services	6,303,847	6,160,500	6,410,500	6,410,500	250,000	4.1%
Other Financing Sources	6,622,897	1,035,000	787,000	10,837,000	9,802,000	947.1%
Aid From Government Agencies - State	783,966	605,738	555,738	555,738	(50,000)	-8.3%
Taxes - Current Property	49,025,294	52,127,449	59,415,508	59,415,508	7,288,059	14.0%
Revenue From Other Government Agencies	745,611	1,600,000	1,600,000	4,895,000	3,295,000	205.9%
Aid From Government Agencies - Federal	824,960	25,734	25,734	25,734	—	—
Revenue From Use Of Money/Property	76,857	1,100,000	1,100,000	1,100,000	—	—
Licenses, Permits, Franchises	347,584	350,000	350,000	350,000	—	—
<b>Total Revenues</b>	<b>\$ 64,773,889</b>	<b>\$ 63,004,421</b>	<b>\$ 70,244,480</b>	<b>\$ 83,589,480</b>	<b>\$ 20,585,059</b>	<b>32.7%</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 2017 Approved Budget	12.0	\$ 1,656,886	\$ 43,500
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(159,407)	—
IntraCounty Adjustments	—	16,454	—
Other Adjustments	—	103,240	—
<b>Subtotal (Current Level Budget)</b>	<b>11.0</b>	<b>\$ 1,617,173</b>	<b>\$ 43,500</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,135	—
Decision Packages			
710.1 Augm. Staff and Contract Fund. to Support Park System	1.0	89,267	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,647)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 87,755</b>	<b>—</b>
<b>Recommended Budget</b>	<b>12.0</b>	<b>\$ 1,704,928</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 2017 Approved Budget	3.0	\$ 547,882	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,895	—
IntraCounty Adjustments	—	153,140	—
Other Adjustments	—	(36,216)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 669,701</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 4,530	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(672)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 3,858</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 673,559</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 2017 Approved Budget	11.5	\$ 1,873,694	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,469	—
IntraCounty Adjustments	—	13,438	—
Other Adjustments	—	(30,692)	—
<b>Subtotal (Current Level Budget)</b>	<b>11.5</b>	<b>\$ 1,916,909</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,155	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,886)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (731)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>11.5</b>	<b>\$ 1,916,178</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 2017 Approved Budget	6.0	\$ 1,315,020	\$ —
Board Approved Adjustments During FY 2017	1.0	123,865	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(13,166)	—
IntraCounty Adjustments	—	33,722	—
Other Adjustments	—	62,578	—
<b>Subtotal (Current Level Budget)</b>	<b>7.0</b>	<b>\$ 1,522,019</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,360	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(1,649)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (289)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>7.0</b>	<b>\$ 1,521,730</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 2017 Approved Budget	—	\$ 1,625,021	\$ 2,620,659
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	44,033	—
Other Adjustments	—	(1,342,500)	3,335,178
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 326,554</b>	<b>\$ 5,955,837</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
710.4 ԉ Capital Projects	—	5,420,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 5,420,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 5,746,554</b>	<b>\$ 5,955,837</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 2017 Approved Budget	—	\$ 3,000,000	\$ 1,600,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(2,950,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 50,000</b>	<b>\$ 1,600,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ 10,000,000
Decision Packages			
710.5 Funds Transfer for Funding Capital Projects	—	—	3,295,000
710.6 Establish Reserve for Playground Grant Program	—	10,000,000	—
Information Technology			
Capital			
710.4 Capital Projects	—	4,895,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 14,895,000</b>	<b>\$ 13,295,000</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 14,945,000</b>	<b>\$ 14,895,000</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 2017 Approved Budget	—	\$ —	\$ 90,000
Board Approved Adjustments During FY 2017	—	—	—
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>\$ 90,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
710.4 Capital Projects	—	90,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 90,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 90,000</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 2017 Approved Budget	—	\$ 8,048,908	\$ 7,861,978
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	34,989	—
Other Adjustments	—	(7,797,000)	(1,877,566)
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 286,897</b>	<b>\$ 5,984,412</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
710.4 ð Capital Projects	—	7,400,000	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 7,400,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 7,686,897</b>	<b>\$ 5,984,412</b>

**Parks Capital Improve Grant Fund 0067 — Cost Center 5905**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0067-County Park Fund - Grants (Fund Number 0067)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
710.4 ð Capital Projects	—	2,496,980	—
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 2,496,980</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 2,496,980</b>	<b>\$ —</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 2017 Approved Budget	— \$	— \$	1,100,000
Board Approved Adjustments During FY 2017	—	—	—
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 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
710.5 Funds Transfer for Funding Capital Projects	—	3,295,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>3,295,000 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>— \$</b>	<b>3,295,000 \$</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 2017 Approved Budget	11.8 \$	2,456,278 \$	1,910,000
Board Approved Adjustments During FY 2017	—	21,730	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(56,315)	—
IntraCounty Adjustments	—	12,371	—
Other Adjustments	—	127,635	—
<b>Subtotal (Current Level Budget)</b>	<b>10.8 \$</b>	<b>2,561,699 \$</b>	<b>1,910,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	1,984 \$	—
Decision Packages			
710.1 Augm. Staff and Contract Fund. to Support Park System	1.0	121,386	50,000
Reduce PERS by \$7M due to prepayment of UAL	—	(3,601)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0 \$</b>	<b>119,769 \$</b>	<b>50,000</b>
<b>Recommended Budget</b>	<b>11.8 \$</b>	<b>2,681,468 \$</b>	<b>1,960,000</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 2017 Approved Budget	6.0	\$ 1,100,049	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(6,166)	—
IntraCounty Adjustments	—	7,070	—
Other Adjustments	—	53,531	—
<b>Subtotal (Current Level Budget)</b>	<b>6.0</b>	<b>\$ 1,154,484</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 1,135	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,607)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,472)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>6.0</b>	<b>\$ 1,153,012</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 2017 Approved Budget	—	\$ 35	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,163	—
IntraCounty Adjustments	—	911	—
Other Adjustments	—	(1,198)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 911</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 911</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 2017 Approved Budget	13.0	\$ 4,618,403	\$ 7,930
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(14,235)	—
IntraCounty Adjustments	—	16,642	—
Other Adjustments	—	53,862	—
<b>Subtotal (Current Level Budget)</b>	<b>13.0</b>	<b>\$ 4,674,672</b>	<b>\$ 7,930</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,946	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(4,592)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (1,646)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>13.0</b>	<b>\$ 4,673,026</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 2017 Approved Budget	20.5	\$ 6,200,763	\$ 47,395,354
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	114,786	—
IntraCounty Adjustments	—	425,481	—
Other Adjustments	—	(16,391)	5,782,447
<b>Subtotal (Current Level Budget)</b>	<b>21.5</b>	<b>\$ 6,724,639</b>	<b>\$ 53,177,801</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 9,433	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(5,241)	—
710.1 Augm. Staff and Contract Fund. to Support Park System	-1.0	(145,695)	—
710.2 Provide Funding to Advance Information Technologies	—	642,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ 500,497</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>20.5</b>	<b>\$ 7,225,136</b>	<b>\$ 53,177,801</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 2017 Approved Budget	70.0	\$ 15,542,091	\$ 375,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(36,255)	—
IntraCounty Adjustments	—	(63,767)	—
Other Adjustments	—	54,011	—
<b>Subtotal (Current Level Budget)</b>	<b>68.0</b>	<b>\$ 15,496,079</b>	<b>\$ 375,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 16,104	\$ —
Decision Packages			
710.1 Augm. Staff and Contract Fund. to Support Park System	3.0	370,495	—
710.3 Fixed Assets	—	322,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(31,492)	—
710.2 Provide Funding to Advance Information Technologies	—	170,500	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 847,607</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>71.0</b>	<b>\$ 16,343,686</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 2017 Approved Budget	70.5	\$ 12,977,928	\$ —
Board Approved Adjustments During FY 2017	—	19,591	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	457,044	—
IntraCounty Adjustments	—	255,684	—
Other Adjustments	—	(24,690)	—
<b>Subtotal (Current Level Budget)</b>	<b>73.5</b>	<b>\$ 13,685,557</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 16,900	\$ —
Decision Packages			
710.3 Fixed Assets	—	427,000	—
710.2 Provide Funding to Advance Information Technologies	—	56,000	—

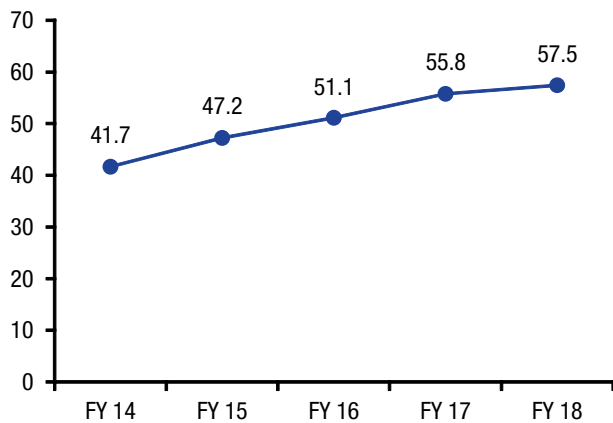
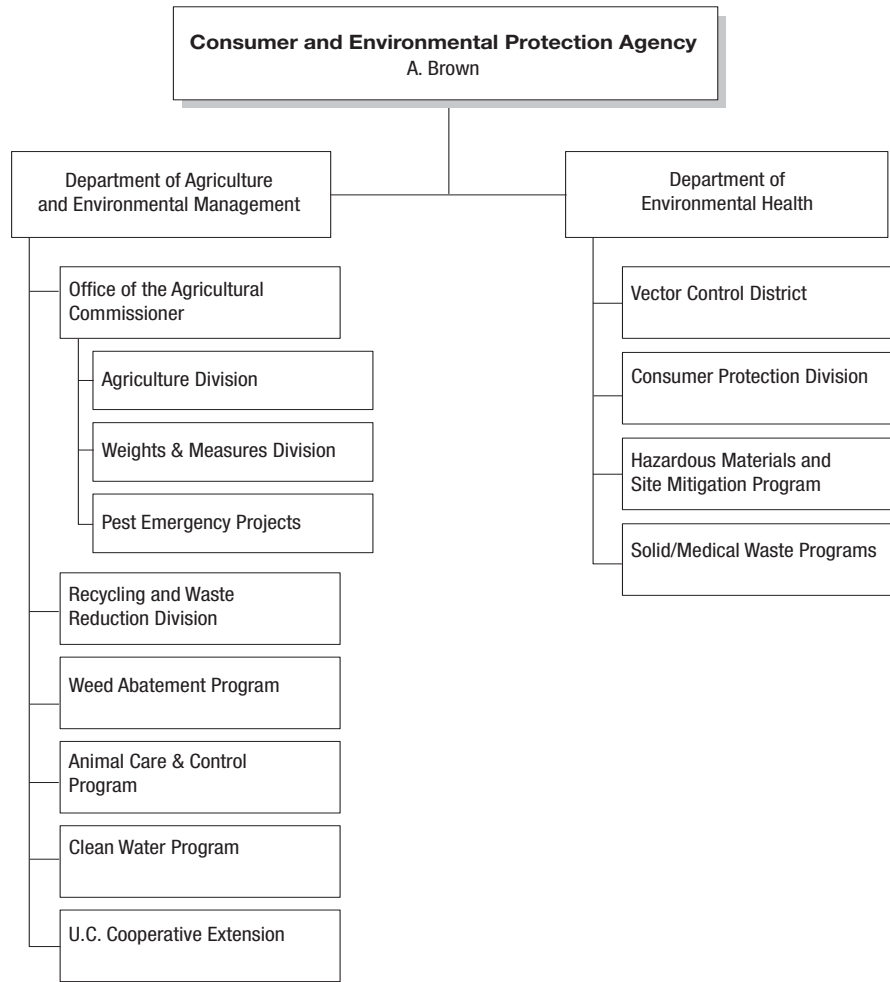


**Park Maintenance Fund 0039 — Cost Center 071014**  
**Major Changes to the Budget**

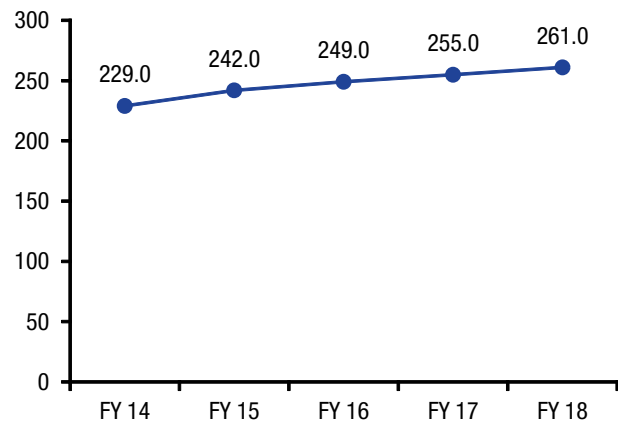
	Positions	Appropriations	Revenues
710.1 Augm. Staff and Contract Fund. to Support Park System	1.0	228,670	—
Reduce PERS by \$7M due to prepayment of UAL	—	(18,207)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.0</b>	<b>\$ 710,363</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>74.5</b>	<b>\$ 14,395,920</b>	<b>\$ —</b>



# Consumer and Environmental Protection Agency



**Gross Appropriation Trend**



**Staffing Trend**





## 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 residents 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 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, and the 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 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, as mandated by the State and 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 sheltering, pet population control, and lost animal assistance services to protect the health and safety of the people and animals of the unincorporated areas of Santa Clara County
- Provide environmental protection of area waterways through proper construction practices, public outreach, and permit implementation, coordination and reporting
- Promote stormwater pollution prevention practices, erosion and 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
- 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
- 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 mosquitos, rodents, ticks, fleas and wildlife.

The major services of the District include

- Provide surveillance and treatment of natural and urban mosquito breeding habitats to protect against public nuisance and mosquito-borne diseases such as West Nile Virus
- Provide consultation and home inspection services for mosquitoes, other medically important vectors, rodents, and wildlife
- Provide wildlife management services when health and safety are at risk

- Provide community outreach and educational services and materials to the public

## Learning Organization

In FY 16-17, CEPA has continued to implement Just Culture by training additional staff, and the Agency plans to deliver the Just Culture Huddle Book to management staff and then to the rest of the Agency in FY 17-18.

As a result of Center for Leadership and Transformation (CLT) projects, the Agency has implemented a number of roundtable groups of staff working collaboratively to

identify and prioritize issues of concern they would like management to focus on. These roundtables are consistent with the CLT Cornerstones to Change by equipping employees to lead change, cultivating cross functional collaboration, and empowering participation.

## Measure of Success

**Spay and Neuter Surgeries:** The Consumer and Environmental Protection Agency will work to increase the number of animals spayed or neutered to reduce the overall population of animals and number of unwanted animals and contribute to a better quality of life for animals. As homeless pet populations increase, placing animals into loving homes becomes more difficult. The low-cost procedures offered by the County ensure pet

owners have access to a basic preventive health procedure for their pets. Data regarding non-shelter animal procedures is collected from both the Santa Clara County Animal Shelter veterinary clinic and local private veterinarians who contract with the County.

Consumer and Environmental Protection Agency	2013	2014	2015	2016
Measure of Success	Actual	Actual	Actual	Anticipated
Number of Spay and Neuter surgeries performed on non-shelter animals	327	469	498	750



## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Augment Hazardous Materials Compliance Division	↑	Enhance services to local businesses and obtain a favorable CalEPA evaluation	3.0	\$340,369	(\$65,579)
Augment Funding for Information Technology Support	↑	Meet increased technological needs of Department and public	—	\$139,400	—
Augment Healthy Nail Salon Program	↑	Encourage nail salons to use safer products and practices	1.0	\$154,275	(\$22,449)
Add Management Analyst Position in CEPA Administration	↑	Support agency-wide projects and analysis	1.0	\$146,514	(\$26,780)
Increase Veterinary Services in the Animal Shelter	↑	Expand shelter veterinarian services to seven days a week	0.50	\$175,023	(\$13,383)
Increase Funding for Spay and Neuter Services	↑	Offer added low cost spay and neuter services to the public	—	\$100,000	—
Add Program Manager in Animal Care and Control	↑	Support Animal Shelter projects and volunteers	1.0	\$146,514	(\$26,781)
Add Funding to Support Kind Kids Program	↑	Promote safety for children and animals	—	\$4,000	—
Delete Chronically Vacant Position	●	The recommendation will not impact current service levels	(0.50)	(\$54,842)	—
Adjust Revenues and Expenditures for the Recycling and Waste Reduction Division	↑	Conserve, protect, and preserve the environmental resources of our community	—	—	—
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Augment Hazardous Materials Compliance Division

**Recommended Action:** Add 1.0 FTE unclassified alternately staffed Management Analyst/Associate Management Analyst B/Associate Management Analyst A position and add 2.0 FTE unclassified Hazardous Materials Technician positions to the Hazardous Materials Compliance Division.

**Service Impact:** The Hazardous Materials Program is approaching a 2018 triennial evaluation by CalEPA. The evaluation process has been completely revised in response to the increasing availability of electronic records and electronic reporting mandates that became effective in 2013-2014. The new positions will assist the Program Manager with a Certified Unified Program Agency self-audit, make recommendations and carry out improvements prior to the 2018 evaluation by CalEPA, provide local businesses assistance to complete the required electronic submittals to the California Environmental Reporting Systems (CERS), eliminate a

backlog of unreviewed CERS submittals, and perform permit investigations to identify businesses that currently lack a permit.

**Positions Added: 3.0 FTE**  
**Ongoing Cost: \$340,369**  
**One-time Net Savings: \$65,579**  
 Salary savings reflecting time for recruitment

#### ↑ Augment Funding for Information Technology Support

**Recommended Action:** Allocate \$139,400 in ongoing funding for Information Technology support.

**Service Impact:** This request allows CEPA to acquire tools that will improve business process and efficiencies, pay for software maintenance contracts



specific to CEPA, provide training opportunities to staff, and allow for a standardization of equipment among the departments within CEPA.

**Ongoing Cost: \$139,400**

### ↑ Augment Healthy Nail Salon Program

**Recommended Action:** Add 1.0 FTE Operations Aide position and increase ongoing services and supplies to provide additional advertising and rebates for the purchase of ventilation equipment.

**Service Impact:** The additional resources will increase the enrollment of nail salons in the program. Santa Clara County currently has over 800 nail salons, and new salons open often. The Department expects the rate of enrollment in the program to remain steady or increase for the next three to five years.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$154,275**

**One-time Net Savings: \$22,449**

Salary savings reflecting time for recruitment

### ↑ Add Management Analyst Position in CEPA Administration

**Recommended Action:** Add 1.0 FTE Senior Management Analyst/Management Analyst/Associate Management Analyst B/Associate Management Analyst A to support agency-wide projects.

**Service Impact:** The new position will provide support on various projects, including updating the continuity of government plan and agency-wide procedures and creating and analyzing the effectiveness of outreach efforts.

**Positions Added: 1.0 FTE**

**Ongoing Cost: \$146,514**

**One-time Net Savings: \$26,780**

Salary savings reflecting time for recruitment

### ↑ Increase Veterinary Services in the Animal Shelter

**Recommended Action:** Add 0.50 FTE Veterinarian position and allocate \$93,531 to fund the addition of a new position in FY 17-18. The specific job classification

for the new position is to be determined by the Employee Services Agency Human Resources Department.

**Service Impact:** The addition of the new positions will expand the capacity of veterinary care and ensure the animals receive care seven days a week at the Animal Shelter. The additional veterinarian will also help to prevent the backlog of spay and neuter surgeries during kitten season. Timely surgery will reduce the length of stay, which will reduce stress-related illnesses, save lives, and lower the cost per animal.

**Positions Added: 0.50 FTE**

**Ongoing Cost: \$175,023**

**One-time Net Savings: \$13,383**

Salary savings reflecting time for recruitment

### ↑ Increase Funding for Spay and Neuter Services

**Recommended Action:** Allocate ongoing funding in the amount of \$100,000 to contract with private veterinarians who will provide low-cost spay and neuter services to the public.

**Service Impact:** The additional resources will increase the number of spay and neuter surgeries performed each year. This will provide a benefit by reducing the population of unwanted animals that potentially end up in the Animal Shelter.

**Ongoing Cost: \$100,000**

### ↑ Add Program Manager in Animal Care and Control

**Recommended Action:** Add 1.0 FTE Program Manager I position to the Animal Care and Control Division.

**Service Impact:** The program manager will serve as a volunteer coordinator and educational outreach coordinator and will assist the Animal Control Program Manager with special projects, including overseeing the design and construction of the new animal shelter. A

resource to coordinate the volunteers in the shelter will improve the recruitment, screening, training and recognition of the volunteers.

**Positions Added: 1.0 FTE**  
**Ongoing Cost: \$146,514**  
**One-time Net Savings: \$26,781**  
 Salary savings reflecting time for recruitment

### ↑ Add Funding To Support Kind Kids Program

**Recommended Action:** Increase ongoing funding in the amount of \$4,000 to the Kind Kids Program.

**Service Impact:** The Kind Kids Program is administered by the Humane Society of Silicon Valley in collaboration with Animal Care and Control. The program teaches kindness to animals, responsible pet ownership, and safety around dogs. The additional allocation will cover increased child transportation costs and will result in an increase in the number of children who can participate in the Kind Kids program.

**Ongoing Cost: \$4,000**

### ● Delete Chronically Vacant Position

**Recommended Action:** Delete 0.50 FTE Weight Measures Inspector I/II/III position that has been chronically vacant for more than two years.

**Service Impact:** No impact to current service levels is anticipated.

**Background:** In June 2015, the Board adopted Policy 4.22 (Vacant Positions Policy) requiring review of each position continuously vacant for more than two years as part of the development of each recommended budget. The County Executive has worked in partnership with the Employee Services Agency and countywide departments to obtain information on the recruitment status of each vacant position since fall 2016. On review and analysis of the circumstances related to each vacancy, the above position is recommended for deletion and will generate a net savings countywide.

**Positions Deleted: 0.50 FTE**  
**Ongoing Net Savings: \$54,842**

### ↑ Adjust Revenues and Expenditures for the Recycling Waste and Reduction Division

**Recommended Action:** Increase revenue and expenditures to the Integrated Waste Management Fund (IWM) as approved by the Recycling and Waste Reduction Commission (RWRC).

**Service Impact:** Income generated primarily from city funds supports enhanced services to increase waste diversion from landfills, promote recycling, and preserve and protect the environment and limited landfill capacity in Santa Clara County.

**Background:** The County Recycling and Waste Reduction Division serves as the administrator, fiscal officer and contracting agent for RWRC, its Technical Advisory Committee, subcommittees and ad hoc subcommittees. The RWRC has state-mandated responsibilities, and serves as the principal advisory body to city and town councils and the Board of Supervisors of Santa Clara County on countywide solid waste planning issues. This recommendation represents the budget approved by the RWRC at their February 22, 2017 meeting.

**Ongoing General Fund Net Cost: \$0**

Ongoing revenue increase to the IWM: \$163,907  
 Ongoing expenditure increase to the IWM: \$300,961

### Agriculture and Environmental Mgmt— Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 1,005,811	\$ 1,319,023	\$ 1,357,440	\$ 1,659,220	\$ 340,198	25.8%
1188	Weed Abatement Fund 0031	754,371	867,716	887,182	887,182	19,466	2.2%
1197	Household Hazardous Waste Fund 0030	3,696,333	4,969,180	5,011,897	5,012,810	43,629	0.9%
5660	Agriculture Fund 0001	2,463,290	2,272,544	2,425,081	2,466,754	194,210	8.5%
5662	Clean Water Program - Fund 0001	700,330	1,814,669	939,288	940,104	(874,565)	-48.2%
5663	Weights & Measures Fund 0001	987,197	1,559,236	1,636,346	1,609,621	50,384	3.2%
5664	Pierces Disease Control Prog Fund 0001	573,441	733,129	746,843	756,076	22,947	3.1%
5665	Administration Fund 0001	2,835,412	3,065,554	3,063,412	3,306,846	241,292	7.9%
5666	Integrated Waste Mgt Fran Fund 0001	195,377	306,826	294,079	294,079	(12,747)	-4.2%
5670	Animal Control Fund 0001	2,219,927	2,472,488	2,444,093	2,849,113	376,624	15.2%
5710	U.C. Cooperative Ext Fund 0001	127,466	128,500	128,500	128,500	—	—
<b>Total Net Expenditures \$</b>		<b>15,558,956 \$</b>	<b>19,508,865 \$</b>	<b>18,934,160 \$</b>	<b>19,910,304 \$</b>	<b>401,439</b>	<b>2.1%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 1,005,811	\$ 1,319,023	\$ 1,357,440	\$ 1,659,220	\$ 340,198	25.8%
1188	Weed Abatement Fund 0031	773,941	917,716	937,182	937,182	19,466	2.1%
1197	Household Hazardous Waste Fund 0030	3,696,333	4,969,180	5,011,897	5,012,810	43,629	0.9%
5660	Agriculture Fund 0001	2,463,290	2,272,544	2,425,081	2,466,754	194,210	8.5%
5662	Clean Water Program - Fund 0001	700,330	1,814,669	939,288	940,104	(874,565)	-48.2%
5663	Weights & Measures Fund 0001	987,197	1,559,236	1,636,346	1,609,621	50,384	3.2%
5664	Pierces Disease Control Prog Fund 0001	573,441	733,129	746,843	756,076	22,947	3.1%
5665	Administration Fund 0001	6,271,676	7,054,695	7,096,432	7,376,646	321,951	4.6%
5666	Integrated Waste Mgt Fran Fund 0001	195,377	306,826	294,079	294,079	(12,747)	-4.2%
5670	Animal Control Fund 0001	2,263,787	2,522,488	2,494,093	2,899,113	376,624	14.9%
5710	U.C. Cooperative Ext Fund 0001	127,466	128,500	128,500	128,500	—	—
<b>Total Gross Expenditures \$</b>		<b>19,058,651 \$</b>	<b>23,598,006 \$</b>	<b>23,067,180 \$</b>	<b>24,080,104 \$</b>	<b>482,098</b>	<b>2.0%</b>



### Agriculture and Environmental Mgmt— Budget Unit 262 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 12,373,445	\$ 14,068,083	\$ 14,567,911	\$ 14,922,155	\$ 854,072	6.1%
Services And Supplies	6,368,315	9,175,214	8,164,769	8,823,449	(351,765)	-3.8%
Other Charges	2,771	22,000	3,000	3,000	(19,000)	-86.4%
Fixed Assets	138,633	—	—	—	—	—
Operating/Equity Transfers	175,487	331,500	331,500	331,500	—	—
Reserves	—	1,209	—	—	(1,209)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 19,058,651</b>	<b>\$ 23,598,006</b>	<b>\$ 23,067,180</b>	<b>\$ 24,080,104</b>	<b>\$ 482,098</b>	<b>2.0%</b>
Expenditure Transfers	(3,499,694)	(4,089,140)	(4,133,019)	(4,169,799)	(80,659)	2.0%
<b>Total Net Expenditures</b>	<b>\$ 15,558,956</b>	<b>\$ 19,508,865</b>	<b>\$ 18,934,160</b>	<b>\$ 19,910,304</b>	<b>\$ 401,439</b>	<b>2.1%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 1,467,623	\$ 1,185,093	\$ 1,196,759	\$ 1,360,666	\$ 175,573	14.8%
1188	Weed Abatement Fund 0031	617,338	867,716	887,182	887,182	19,466	2.2%
1197	Household Hazardous Waste Fund 0030	3,740,775	3,921,853	3,882,550	3,882,550	(39,303)	-1.0%
5660	Agriculture Fund 0001	1,971,687	1,513,770	1,599,550	1,599,550	85,780	5.7%
5663	Weights & Measures Fund 0001	1,663,650	1,564,650	1,564,650	1,564,650	—	—
5664	Pierces Disease Control Prog Fund 0001	729,268	575,000	656,704	656,704	81,704	14.2%
5666	Integrated Waste Mgt Fran Fund 0001	1,185,061	849,000	969,000	969,000	120,000	14.1%
5670	Animal Control Fund 0001	208,918	180,000	180,000	180,000	—	—
	<b>Total Revenues</b>	<b>\$ 11,584,319</b>	<b>\$ 10,657,082</b>	<b>\$ 10,936,395</b>	<b>\$ 11,100,302</b>	<b>\$ 443,220</b>	<b>4.2%</b>

### Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Licenses, Permits, Franchises	\$ 6,185,882	\$ 5,972,303	\$ 5,970,000	\$ 6,137,000	\$ 164,697	2.8%
Aid From Government Agencies - Federal	2,365	93	93	2,000	1,907	2,050.5%



## Agriculture and Environmental Mgmt— Budget Unit 262

### Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Other Financing Sources	540,249	620,000	714,666	709,666	89,666	14.5%
Charges For Services	1,458,348	1,551,236	1,580,082	1,580,082	28,846	1.9%
Aid From Government Agencies - State	3,320,643	2,464,650	2,628,754	2,628,754	164,104	6.7%
Fines, Forfeitures, Penalties	76,832	48,800	42,800	42,800	(6,000)	-12.3%
<b>Total Revenues \$</b>	<b>11,584,319 \$</b>	<b>10,657,082 \$</b>	<b>10,936,395 \$</b>	<b>11,100,302 \$</b>	<b>443,220</b>	<b>4.2%</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 2017 Approved Budget	4.0	\$ 1,319,023	\$ 1,185,093
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,807	—
IntraCounty Adjustments	—	4,611	—
Other Adjustments	—	—	11,666
<b>Subtotal (Current Level Budget)</b>	<b>4.0</b>	<b>\$ 1,357,440</b>	<b>\$ 1,196,759</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Funding for IT Support	—	1,700	—
Reduce PERS by \$7M due to prepayment of UAL	—	(881)	—
Adjust Revenues and Expenditures for the RWRD	—	300,961	163,907
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 301,780</b>	<b>\$ 163,907</b>
<b>Recommended Budget</b>	<b>4.0</b>	<b>\$ 1,659,220</b>	<b>\$ 1,360,666</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 2017 Approved Budget	2.0	\$ 867,716	\$ 867,716
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,576	—



### Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	52,583	—
Other Adjustments	—	(40,693)	19,466
<b>Subtotal (Current Level Budget)</b>	<b>2.0 \$</b>	<b>887,182 \$</b>	<b>887,182</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Augment Funding for IT Support	—	3,800	—
Reduce PERS by \$7M due to prepayment of UAL	—	(493)	—
145.99 CC1188 Adjustment	—	(3,307)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>— \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>2.0 \$</b>	<b>887,182 \$</b>	<b>887,182</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 2017 Approved Budget	8.0 \$	4,969,180 \$	3,921,853
Board Approved Adjustments During FY 2017	-1.0	(104,406)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	39,464	—
IntraCounty Adjustments	—	106,325	—
Other Adjustments	—	1,333	(39,303)
<b>Subtotal (Current Level Budget)</b>	<b>7.0 \$</b>	<b>5,011,897 \$</b>	<b>3,882,550</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Augment Funding for IT Support	—	3,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(2,087)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>913 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>7.0 \$</b>	<b>5,012,810 \$</b>	<b>3,882,550</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 2017 Approved Budget	16.0	\$ 2,272,544	\$ 1,513,770
Board Approved Adjustments During FY 2017	—	52,000	15,150
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	130,807	—
IntraCounty Adjustments	—	(4,912)	—
Other Adjustments	—	(25,358)	70,630
<b>Subtotal (Current Level Budget)</b>	<b>16.0</b>	<b>\$ 2,425,081</b>	<b>\$ 1,599,550</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 974	\$ —
Decision Packages			
Augment Funding for IT Support	—	45,200	—
Reduce PERS by \$7M due to prepayment of UAL	—	(4,501)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 41,673</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>16.0</b>	<b>\$ 2,466,754</b>	<b>\$ 1,599,550</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 2017 Approved Budget	3.0	\$ 1,814,669	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,747	—
IntraCounty Adjustments	—	(3,383)	—
Other Adjustments	—	(904,745)	—
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 939,288</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Funding for IT Support	—	1,500	—
Reduce PERS by \$7M due to prepayment of UAL	—	(684)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 816</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 940,104</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 2017 Approved Budget	12.5	\$ 1,559,236	\$ 1,564,650
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	102,948	—
IntraCounty Adjustments	—	(20,352)	—
Other Adjustments	—	(5,487)	—
<b>Subtotal (Current Level Budget)</b>	<b>12.5</b>	<b>\$ 1,636,346</b>	<b>\$ 1,564,650</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Funding for IT Support	—	31,300	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,183)	—
SCC.21 Delete Chronically Vacant FTE	-0.5	(54,842)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-0.5</b>	<b>\$ (26,725)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>12.0</b>	<b>\$ 1,609,621</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 2017 Approved Budget	3.0	\$ 733,129	\$ 575,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,615	—
IntraCounty Adjustments	—	(8,728)	—
Other Adjustments	—	827	81,704
<b>Subtotal (Current Level Budget)</b>	<b>3.0</b>	<b>\$ 746,843</b>	<b>\$ 656,704</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Funding for IT Support	—	10,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(767)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 9,233</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>3.0</b>	<b>\$ 756,076</b>	<b>\$ 656,704</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 2017 Approved Budget	50.5	\$ 3,065,554	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	182,008	—
IntraCounty Adjustments	—	(201,477)	—
Other Adjustments	—	17,327	—
<b>Subtotal (Current Level Budget)</b>	<b>50.5</b>	<b>\$ 3,063,412</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ (16,102)	\$ —
Decision Packages			
Augment Funding for IT Support	—	20,700	—
Augment Healthy Nail Salon Program	1.0	131,826	—
Add Management Analyst Position in CEPA Administration	1.0	119,734	—
Reduce PERS by \$7M due to prepayment of UAL	—	(12,724)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>2.0</b>	<b>\$ 243,434</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>52.5</b>	<b>\$ 3,306,846</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 2017 Approved Budget	—	\$ 306,826	\$ 849,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(12,747)	—
Other Adjustments	—	—	120,000
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 294,079</b>	<b>\$ 969,000</b>
<b>Recommended Changes for FY 2018</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>\$ 294,079</b>	<b>\$ 969,000</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 2017 Approved Budget	15.5	\$ 2,472,488	\$ 180,000
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,835	—
IntraCounty Adjustments	—	(38,552)	—
Other Adjustments	—	(13,679)	—
<b>Subtotal (Current Level Budget)</b>	<b>15.5</b>	<b>\$ 2,444,093</b>	<b>\$ 180,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 974	\$ —
Decision Packages			
Augment Funding for IT Support	—	22,200	—
Increase Veterinary Services in the Animal Shelter	0.5	161,640	—
Increase Funding for Spay/Neuter Services	—	100,000	—
Add Program Manager in Animal Care and Control	1.0	119,733	—
Add Funding To Support Kind Kids Program	—	4,000	—
Reduce PERS by \$7M due to prepayment of UAL	—	(3,527)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>1.5</b>	<b>\$ 405,020</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>17.0</b>	<b>\$ 2,849,113</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 2017 Approved Budget	—	\$ 128,500	\$ —
Board Approved Adjustments During FY 2017	—	—	—
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 2018</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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1194	DEH - Admin Fund 0030	\$ 2,336,295	\$ 2,560,057	\$ 3,120,468	\$ 3,128,091	\$ 568,034	22.2%
026102	EHS - Planning Fund 0030	12,049,849	13,557,476	13,870,648	13,864,098	306,621	2.3%
026103	Toxics Solid & Haz Materials Fund 0030	5,541,845	7,138,060	7,353,338	7,616,313	478,253	6.7%
<b>Total Net Expenditures</b>		<b>\$ 19,927,989</b>	<b>\$ 23,255,593</b>	<b>\$ 24,344,454</b>	<b>\$ 24,608,502</b>	<b>\$ 1,352,908</b>	<b>5.8%</b>

### Department of Environmental Health— Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1194	DEH - Admin Fund 0030	\$ 2,689,925	\$ 2,878,007	\$ 3,438,418	\$ 3,446,041	\$ 568,034	19.7%
026102	EHS - Planning Fund 0030	12,149,469	13,691,661	14,004,833	13,998,283	306,621	2.2%
026103	Toxics Solid & Haz Materials Fund 0030	5,541,845	7,138,060	7,353,338	7,616,313	478,253	6.7%
<b>Total Gross Expenditures</b>		<b>\$ 20,381,239</b>	<b>\$ 23,707,728</b>	<b>\$ 24,796,589</b>	<b>\$ 25,060,637</b>	<b>\$ 1,352,908</b>	<b>5.7%</b>

### Department of Environmental Health— Budget Unit 261 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 15,418,309	\$ 17,887,896	\$ 18,665,469	\$ 18,880,365	\$ 992,469	5.5%
Services And Supplies	4,791,261	5,731,127	6,131,120	6,180,272	449,144	7.8%
Fixed Assets	171,669	—	—	—	—	—
Reserves	—	88,705	—	—	(88,705)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 20,381,239</b>	<b>\$ 23,707,728</b>	<b>\$ 24,796,589</b>	<b>\$ 25,060,637</b>	<b>\$ 1,352,908</b>	<b>5.7%</b>
Expenditure Transfers	(453,251)	(452,135)	(452,135)	(452,135)	—	—
<b>Total Net Expenditures</b>	<b>\$ 19,927,989</b>	<b>\$ 23,255,593</b>	<b>\$ 24,344,454</b>	<b>\$ 24,608,502</b>	<b>\$ 1,352,908</b>	<b>5.8%</b>



## Department of Environmental Health— Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
1194	DEH - Admin Fund 0030	\$ 250,306	\$ 164,981	\$ 224,599	\$ 224,599	\$ 59,618	36.1%
026102	EHS - Planning Fund 0030	14,208,178	13,884,330	14,419,880	14,419,880	535,550	3.9%
026103	Toxics Solid & Haz Materials Fund 0030	7,154,179	7,053,507	7,031,102	7,031,102	(22,405)	-0.3%
<b>Total Revenues</b>		<b>\$ 21,612,663</b>	<b>\$ 21,102,818</b>	<b>\$ 21,675,581</b>	<b>\$ 21,675,581</b>	<b>\$ 572,763</b>	<b>2.7%</b>

## Department of Environmental Health— Budget Unit 261 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Licenses, Permits, Franchises	\$ 19,483,363	\$ 19,118,728	\$ 19,641,826	\$ 19,641,826	\$ 523,098	2.7%
Charges For Services	782,532	669,782	788,419	788,419	118,637	17.7%
Other Financing Sources	131,169	57,343	71,034	71,034	13,691	23.9%
Revenue From Use Of Money/Property	174,295	150,512	209,178	209,178	58,666	39.0%
Aid From Government Agencies - Federal	16,476	14,469	15,421	15,421	952	6.6%
Aid From Government Agencies - State	1,024,827	1,091,984	949,703	949,703	(142,281)	-13.0%
<b>Total Revenues</b>	<b>\$ 21,612,663</b>	<b>\$ 21,102,818</b>	<b>\$ 21,675,581</b>	<b>\$ 21,675,581</b>	<b>\$ 572,763</b>	<b>2.7%</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 2017 Approved Budget	8.0	\$ 2,560,057	\$ 164,981
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	88,837	—
IntraCounty Adjustments	—	542,454	—
Other Adjustments	—	(70,880)	59,618
<b>Subtotal (Current Level Budget)</b>	<b>8.0</b>	<b>\$ 3,120,468</b>	<b>\$ 224,599</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 10,762	\$ —
Decision Packages			



**DEH - Admin Fund 0030 — Cost Center 1194**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
Reduce PERS by \$7M due to prepayment of UAL	—	(3,139)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 7,623</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 3,128,091</b>	<b>\$ 224,599</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 2017 Approved Budget	68.0	\$ 13,557,476	\$ 13,884,330
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	373,617	—
IntraCounty Adjustments	—	(71,075)	—
Other Adjustments	—	10,629	535,550
<b>Subtotal (Current Level Budget)</b>	<b>68.0</b>	<b>\$ 13,870,648</b>	<b>\$ 14,419,880</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 18,390	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(24,940)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (6,550)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>68.0</b>	<b>\$ 13,864,098</b>	<b>\$ 14,419,880</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 2017 Approved Budget	29.0	\$ 7,138,060	\$ 7,053,507
Board Approved Adjustments During FY 2017	1.0	105,984	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	141,610	—
IntraCounty Adjustments	—	(23,387)	—
Other Adjustments	—	(8,929)	(22,405)
<b>Subtotal (Current Level Budget)</b>	<b>30.0</b>	<b>\$ 7,353,338</b>	<b>\$ 7,031,102</b>
<b>Recommended Changes for FY 2018</b>			



**Toxics Solid & Haz Materials Fund 0030 — Cost Center 026103**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(11,815)	—
Augment Hazardous Materials Compliance Division	3.0	274,790	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>3.0</b>	<b>\$ 262,975</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>33.0</b>	<b>\$ 7,616,313</b>	<b>\$ 7,031,102</b>

**Vector Control District— Budget Unit 411**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4224	Vector Control Fund 0028	\$ 7,235,269	\$ 8,470,275	\$ 8,299,995	\$ 8,312,697	(157,578)	-1.9%
	<b>Total Net Expenditures</b>	<b>\$ 7,235,269</b>	<b>\$ 8,470,275</b>	<b>\$ 8,299,995</b>	<b>\$ 8,312,697</b>	<b>(157,578)</b>	<b>-1.9%</b>

**Vector Control District— Budget Unit 411**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4224	Vector Control Fund 0028	\$ 7,256,815	\$ 8,470,275	\$ 8,299,995	\$ 8,312,697	(157,578)	-1.9%
	<b>Total Gross Expenditures</b>	<b>\$ 7,256,815</b>	<b>\$ 8,470,275</b>	<b>\$ 8,299,995</b>	<b>\$ 8,312,697</b>	<b>(157,578)</b>	<b>-1.9%</b>

**Vector Control District— Budget Unit 411**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 4,313,943	\$ 4,601,727	\$ 4,635,361	\$ 4,625,941	24,214	0.5%
Services And Supplies	2,510,174	3,476,277	3,284,634	3,306,756	(169,521)	-4.9%
Other Charges	349,280	380,000	380,000	380,000	—	—
Fixed Assets	83,419	—	—	—	—	—
Reserves	—	12,271	—	—	(12,271)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 7,256,815</b>	<b>\$ 8,470,275</b>	<b>\$ 8,299,995</b>	<b>\$ 8,312,697</b>	<b>(157,578)</b>	<b>-1.9%</b>
Expenditure Transfers	(21,546)	—	—	—	—	—
<b>Total Net Expenditures</b>	<b>\$ 7,235,269</b>	<b>\$ 8,470,275</b>	<b>\$ 8,299,995</b>	<b>\$ 8,312,697</b>	<b>(157,578)</b>	<b>-1.9%</b>



### Vector Control District— Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
4224	Vector Control Fund 0028	\$ 7,159,983	\$ 7,111,030	\$ 7,134,949	\$ 7,134,949	\$ 23,919	0.3%
4225	Vector Control Fund 0199	2,056	1,337	2,655	2,655	1,318	98.6%
<b>Total Revenues</b>		<b>\$ 7,162,038</b>	<b>\$ 7,112,367</b>	<b>\$ 7,137,604</b>	<b>\$ 7,137,604</b>	<b>\$ 25,237</b>	<b>0.4%</b>

### Vector Control District— Budget Unit 411 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 91,557	\$ 59,477	\$ 102,697	\$ 102,697	43,220	72.7%
Aid From Government Agencies - Federal	3,737	2,583	3,097	3,097	514	19.9%
Taxes - Other Than Current Property	7,003,599	7,008,075	6,975,057	6,975,057	(33,018)	-0.5%
Other Financing Sources	63,145	42,232	56,753	56,753	14,521	34.4%
<b>Total Revenues</b>	<b>\$ 7,162,038</b>	<b>\$ 7,112,367</b>	<b>\$ 7,137,604</b>	<b>\$ 7,137,604</b>	<b>\$ 25,237</b>	<b>0.4%</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 2017 Approved Budget	35.5	\$ 8,470,275	\$ 7,111,030
Board Approved Adjustments During FY 2017	—	15,791	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	9,016	—
IntraCounty Adjustments	—	(191,643)	—
Other Adjustments	—	(3,444)	23,919
<b>Subtotal (Current Level Budget)</b>	<b>35.5</b>	<b>\$ 8,299,995</b>	<b>\$ 7,134,949</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 22,122	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(9,420)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 12,702</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>35.5</b>	<b>\$ 8,312,697</b>	<b>\$ 7,134,949</b>



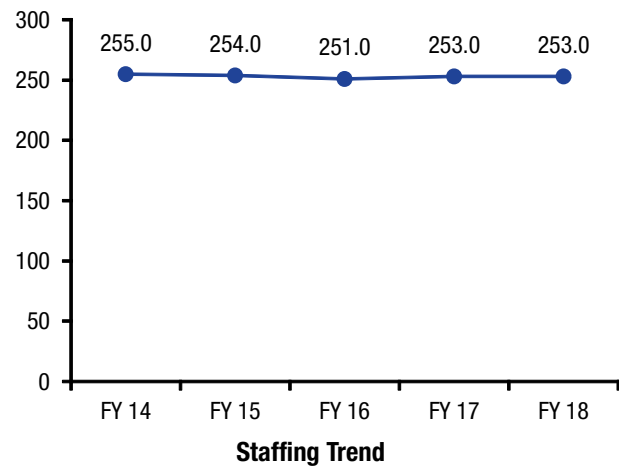
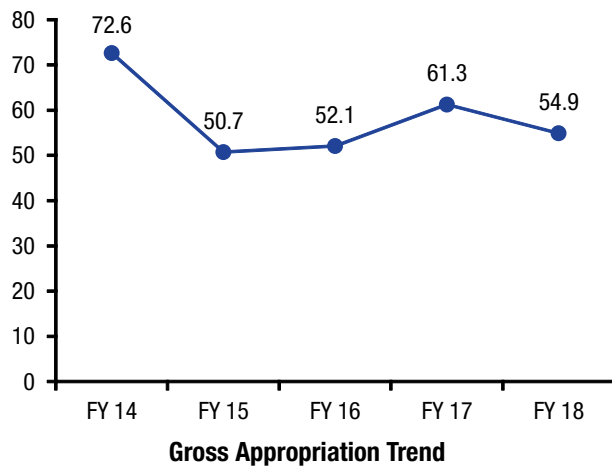
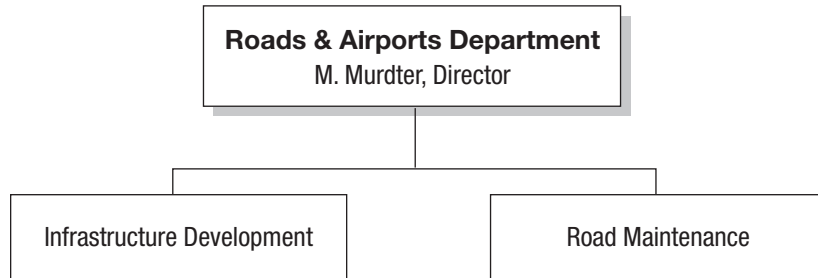
**Vector Control Fund 0199 — Cost Center 4225**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>0199-VCD Capital Fund (Fund Number 0199)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ —	\$ 1,337
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	1,318
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 2,655</b>
<b>Recommended Changes for FY 2018</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>\$ 2,655</b>





# Roads Department



Section 5: Housing, Land Use, Environment and Transportation





## Description of Major Services

### Road Maintenance and Road Engineering

Road Maintenance and Road Engineering performs appropriate maintenance and repair activities in a timely and cost effective manner. Services include pavement maintenance, drainage improvements, and preventive and stopgap maintenance to ensure the safety of the traveling public and minimize life-cycle costs.

### Infrastructure Development Division

The Infrastructure Development Division plans, designs, and constructs capital improvements for the County's 62-mile expressways, 566-mile unincorporated system, and 173 bridges. These projects reduce congestion and/or improve the traveling

experience for automobile users, bicyclists, and pedestrians. Using Intelligent Transportation Systems (ITS) technologies, optimal traffic signal timing is implemented to manage traffic congestion and allow for pedestrian and bicyclist adaptive signal timing through intersections. Traffic engineering ensures safe operations of the expressways and roads by providing signage, striping, traffic controls, and other improvements as required. The Division also issues over 600 encroachment permits to property owners/developers and 15 special event permits a year. The County Lighting Service Area (CLSA) provides street lighting for over 7,600 property owners in unincorporated neighborhoods.

## Measure of Success

**Pavement Condition Index:** The Pavement Condition Index is a numerical assessment of the current condition of the unincorporated roads and expressways. Depending on the PCI of any particular road segment, the Roads Department can determine the appropriate strategy to maintain the road and prioritize projects. Unincorporated Roads should have a minimum PCI of 70. Expressways should have a

minimum PCI of 80. Maintaining the County's roads ties into the Department goal of ensuring the safety of the traveling public.

Roads Department	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Measure(s) of Success	Actual	Actual	Actual	Anticipated	Targeted
Pavement Condition Index (Unincorporated Roads)	77% (72%)	74% (70%)	72% (68%)	70% (65%)	70% (65%)

## County Executive's Recommendation

### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Allocation for Road Material Expense	↑	Provide materials for road resurfacing projects.	—	—	\$1,680,000
Adjust Labor Cost for Capital Projects	↑	Ensures accurate labor costs and prevents double-counting of program costs.	—	—	\$5,200,000
Fund Capital Projects	●		—	—	\$2,219,000
↑ — Enhanced    ◆ — Modified    ● — No Change    ↓ — Reduced    ☒ — Eliminated					

#### ↑ Allocation for Road Material Expense

**Recommended Action:** Allocate one-time funding for road material expenses.

**One-time Cost: \$1,680,000**

#### ● Fund 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: \$2,219,000**

#### ↑ Adjust Labor Cost 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: \$5,200,000**

### FY 17-18 Capital Projects

Project Description	Project Funding Source		Total Appropriation
	Revenue	Fund Balance	
Bascom Avenue Pavement Rehab and ADA Work	\$229,000		\$229,000
Camden Avenue Pavement Rehab and ADA Work	\$36,000		\$36,000
Capitol Expressway ITS Infrastructure and Sidewalk Project		\$679,000	\$679,000
Junipero Serra Boulevard Traffic Calming Project		\$750,000	\$750,000
Annual Striping, Markings, and Markers on Various County Roads	\$175,000		\$175,000
<b>Total</b>	<b>\$440,000</b>	<b>\$2,219,000</b>	<b>\$2,659,000</b>



## FY 17-18 Capital Projects

Project Description	Project Funding Source		
	Revenue	Fund Balance	Total Appropriation
MMR at Bloomfield Road/Carnadero Creek Bridge (37C0103)		\$10,000	\$10,000
Scour Mitigation at Hunting Hollow Creek Bridge (37C0538)		\$10,000	\$10,000
Scour Mitigation at Coyote Creek Bridge (37C0541)		\$10,000	\$10,000
Scour Mitigation at Stevens Creek Bridge (37C0571)		\$10,000	\$10,000
Engineering Analysis/Design for Various 2017 Storm Damage Sites		\$750,000	\$750,000
	<b>Total</b>	<b>\$440,000</b>	<b>\$2,219,000</b>

## Roads & Airports Department - Roads— Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6410	Roads & Airports Admin Fund 0023	\$ 6,924,025	\$ 8,130,111	\$ 9,510,693	\$ 9,527,593	1,397,482	17.2%
6480	Accumulating Overhead Fund 0023	(16,747,394)	—	—	—	—	—
060302	Roads & Fleet	35,327,986	27,280,079	24,232,791	26,897,831	(382,248)	-1.4%
060303	Infrastructure Development - Fund 0023	38,162,829	21,650,588	16,848,941	13,263,961	(8,386,627)	-38.7%
	<b>Total Net Expenditures</b>	<b>\$ 63,667,446</b>	<b>\$ 57,060,777</b>	<b>\$ 50,592,425</b>	<b>\$ 49,689,385</b>	<b>(7,371,392)</b>	<b>-12.9%</b>

## Roads & Airports Department - Roads— Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6410	Roads & Airports Admin Fund 0023	\$ 6,924,025	\$ 8,130,111	\$ 9,510,693	\$ 9,527,593	1,397,482	17.2%
6480	Accumulating Overhead Fund 0023	(14,123,289)	—	—	—	—	—
060302	Roads & Fleet	35,347,443	27,315,463	24,232,791	26,899,657	(415,806)	-1.5%
060303	Infrastructure Development - Fund 0023	40,807,004	25,815,204	16,848,941	18,462,135	(7,353,069)	-28.5%
	<b>Total Gross Expenditures</b>	<b>\$ 68,955,184</b>	<b>\$ 61,260,777</b>	<b>\$ 50,592,425</b>	<b>\$ 54,889,385</b>	<b>(6,371,392)</b>	<b>-10.4%</b>



### Roads & Airports Department - Roads— Budget Unit 603 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 32,200,979	\$ 34,743,206	\$ 34,694,111	\$ 34,620,265	\$ (122,941)	-0.4%
Services And Supplies	13,407,049	16,454,908	15,134,313	16,846,119	391,211	2.4%
Other Charges	669,001	669,001	669,001	669,001	—	—
Fixed Assets	22,678,155	9,163,443	95,000	2,754,000	(6,409,443)	-69.9%
Reserves	—	230,219	—	—	(230,219)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 68,955,184</b>	<b>\$ 61,260,777</b>	<b>\$ 50,592,425</b>	<b>\$ 54,889,385</b>	<b>\$ (6,371,392)</b>	<b>-10.4%</b>
Expenditure Transfers	(5,287,738)	(4,200,000)	—	(5,200,000)	(1,000,000)	23.8%
<b>Total Net Expenditures</b>	<b>\$ 63,667,446</b>	<b>\$ 57,060,777</b>	<b>\$ 50,592,425</b>	<b>\$ 49,689,385</b>	<b>\$ (7,371,392)</b>	<b>-12.9%</b>

### Roads & Airports Department - Roads— Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
6410	Roads & Airports Admin Fund 0023	\$ 28,506,176	\$ 35,496,384	\$ 47,455,728	\$ 47,455,728	\$ 11,959,344	33.7%
060302	Roads & Fleet	879,745	215,150	269,150	534,150	319,000	148.3%
060303	Infrastructure Development - Fund 0023	19,019,734	10,360,682	2,053,180	2,228,180	(8,132,502)	-78.5%
<b>Total Revenues</b>		<b>\$ 48,405,655</b>	<b>\$ 46,072,216</b>	<b>\$ 49,778,058</b>	<b>\$ 50,218,058</b>	<b>\$ 4,145,842</b>	<b>9.0%</b>

### Roads & Airports Department - Roads— Budget Unit 603 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Charges For Services	\$ 623,919	\$ 529,391	\$ 521,871	\$ 521,871	\$ (7,520)	-1.4%
Other Financing Sources	9,652,373	7,041,545	197,768	637,768	(6,403,777)	-90.9%
Revenue From Use Of Money/Property	956,616	796,960	840,658	840,658	43,698	5.5%
Taxes - Other Than Current Property	261,300	319,338	334,912	334,912	15,574	4.9%
Revenue From Other Government Agencies	135,401	—	—	—	—	—
Licenses, Permits, Franchises	1,654,711	1,305,000	1,525,000	1,525,000	220,000	16.9%
Aid From Government Agencies - State	27,640,076	31,400,000	46,310,000	46,310,000	14,910,000	47.5%
Aid From Government Agencies - Federal	7,481,259	4,679,982	47,849	47,849	(4,632,133)	-99.0%
<b>Total Revenues</b>	<b>\$ 48,405,655</b>	<b>\$ 46,072,216</b>	<b>\$ 49,778,058</b>	<b>\$ 50,218,058</b>	<b>\$ 4,145,842</b>	<b>9.0%</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 2017 Approved Budget	22.0 \$	8,130,111 \$	35,496,384
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,355	—
IntraCounty Adjustments	—	1,266,422	7,072
Other Adjustments	—	21,805	11,952,272
<b>Subtotal (Current Level Budget)</b>	<b>22.0 \$</b>	<b>9,510,693 \$</b>	<b>47,455,728</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	23,497 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(6,597)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>16,900 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>22.0 \$</b>	<b>9,527,593 \$</b>	<b>47,455,728</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 2017 Approved Budget	143.0 \$	27,270,079 \$	160,000
Board Approved Adjustments During FY 2017	—	8,429	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	186,861	—
IntraCounty Adjustments	—	(403,946)	—
Other Adjustments	—	(2,838,632)	54,000
<b>Subtotal (Current Level Budget)</b>	<b>143.0 \$</b>	<b>24,222,791 \$</b>	<b>214,000</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	— \$	8,309 \$	—
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(36,443)	—
BU603.1 Road Material Expense	—	1,680,000	—
BU603.2 Labor Cost Adjustment for Capital Projects	—	(1,826)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>— \$</b>	<b>1,650,040 \$</b>	<b>—</b>
<b>Recommended Budget</b>	<b>143.0 \$</b>	<b>25,872,831 \$</b>	<b>214,000</b>



**Roads & Fleet — Cost Center 060302**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>1620-El Matador Drive Maint (Fund Number 1620)</b>			
<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 10,000	\$ 55,150
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 10,000</b>	<b>\$ 55,150</b>
<b>Recommended Changes for FY 2018</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 2017 Approved Budget	—	\$ —	—
Board Approved Adjustments During FY 2017	—	—	—
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 2018</b>			
IntraCounty Adjustments	—	\$ —	—
Decision Packages			
Information Technology			
Capital			
BU603.4 Capital Projects	—	1,015,000	265,000
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 1,015,000</b>	<b>\$ 265,000</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 1,015,000</b>	<b>\$ 265,000</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 2017 Approved Budget	88.0	\$ 11,978,145	\$ 1,466,734
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	207,254	—
IntraCounty Adjustments	—	(195,202)	(22,466)
Other Adjustments	—	4,194,744	225,000
<b>Subtotal (Current Level Budget)</b>	<b>88.0</b>	<b>\$ 16,184,941</b>	<b>\$ 1,669,268</b>

<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
BU603.2 Labor Cost Adjustment for Capital Projects	—	(5,198,174)	—
Reduce PERS by \$7M due to prepayment of UAL	—	(30,806)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ (5,228,980)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>88.0</b>	<b>\$ 10,955,961</b>	<b>\$ 1,669,268</b>

### 1528-County Lighting Service Fund (Fund Number 1528)

<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 387,466	\$ 268,338
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(22,466)	—
Other Adjustments	—	—	15,574
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 365,000</b>	<b>\$ 283,912</b>

<b>Recommended Changes for FY 2018</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>\$ 365,000</b>	<b>\$ 283,912</b>

### 0020-Road CIP (Fund Number 0020)

<b>Current Level Budget</b>			
FY 2017 Approved Budget	—	\$ 9,284,977	\$ 8,625,610
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(8,985,977)	(8,525,610)



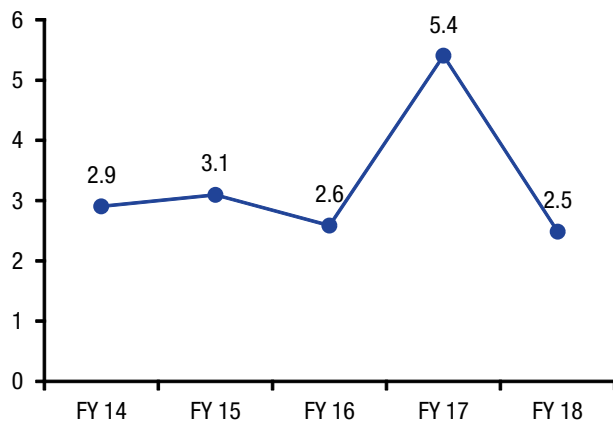
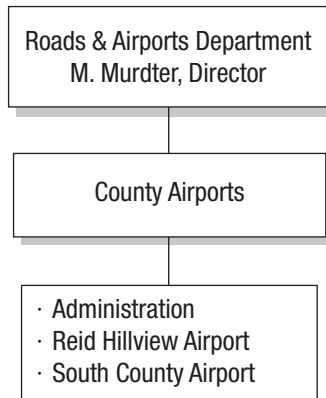


**Infrastructure Development - Fund 0023 — Cost Center 060303**  
**Major Changes to the Budget**

	Positions	Appropriations	Revenues
<b>Subtotal (Current Level Budget)</b>	—	\$ 299,000	\$ 100,000
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
BU603.4 Capital Projects	—	1,644,000	175,000
<b>Subtotal (Recommended Changes)</b>	—	\$ 1,644,000	\$ 175,000
<b>Recommended Budget</b>	—	\$ 1,943,000	\$ 275,000

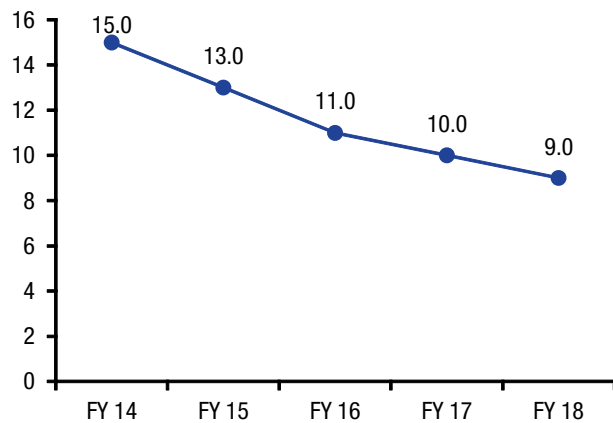


# Airports Department



**Gross Appropriation Trend**

Includes recommended one-time \$3,000,000 General Fund Loan for Pavement Maintenance in FY 16-17



**Staffing Trend**





### Description of Major Services

The County airports serve a vital general aviation reliever role for Mineta San Jose International Airport and the Bay Area airport network. Airport safety is paramount and can be assured through the proper maintenance of the airports' facilities and the design

and implementation of appropriate improvement projects. The airports must also meet the needs of the general aviation community in a safe and environmentally friendly manner that protects the quality of local community life.

### County Executive's Recommendation

#### Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2018 Ongoing Net Cost/(Savings)	FY 2018 One-Time Net Cost/(Savings)
Delete Chronically Vacant Position	●	The recommendation deletes a chronically vacant position.	(1.0)	(\$86,219)	
↑ — Enhanced      ◆ — Modified      ● — No Change      ↓ — Reduced      ☒ — Eliminated					

#### ● Delete Chronically Vacant Position

**Recommended Action:** Delete 1.0 FTE Airport Operations Worker position that have been chronically vacant for more than two years.

**Service Impact:** No impact to current service levels is anticipated.

**Background:** On June, 2015, the Board of Supervisors adopted Policy 4.22 (Vacant Positions Policy) requiring review of the circumstances related to each position that has been continuously vacant for more than two years as part of the development of each Recommended Budget. The County Executive 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 2016. 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.

**Position Deleted: 1.0 FTE**  
**Ongoing Savings: \$86,219**

**Roads & Airports Dept - Airports— Budget Unit 608**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
060805	Airport Operations	\$ 2,138,451	\$ 5,403,554	\$ 2,573,526	\$ 2,488,080	\$ (2,915,474)	-54.0%
<b>Total Net Expenditures</b>		<b>\$ 2,138,451</b>	<b>\$ 5,403,554</b>	<b>\$ 2,573,526</b>	<b>\$ 2,488,080</b>	<b>\$ (2,915,474)</b>	<b>-54.0%</b>

**Roads & Airports Dept - Airports— Budget Unit 608**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
060805	Airport Operations	\$ 2,138,451	\$ 5,403,554	\$ 2,573,526	\$ 2,488,080	\$ (2,915,474)	-54.0%
<b>Total Gross Expenditures</b>		<b>\$ 2,138,451</b>	<b>\$ 5,403,554</b>	<b>\$ 2,573,526</b>	<b>\$ 2,488,080</b>	<b>\$ (2,915,474)</b>	<b>-54.0%</b>

**Roads & Airports Dept - Airports— Budget Unit 608**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 974,735	\$ 1,076,716	\$ 1,053,730	\$ 965,443	\$ (111,273)	-10.3%
Services And Supplies	953,721	844,866	1,039,401	1,042,242	197,376	23.4%
Other Charges	209,995	480,395	480,395	480,395	—	—
Fixed Assets	—	3,000,000	—	—	(3,000,000)	-100.0%
Reserves	—	1,577	—	—	(1,577)	-100.0%
<b>Total Net Expenditures</b>	<b>\$ 2,138,451</b>	<b>\$ 5,403,554</b>	<b>\$ 2,573,526</b>	<b>\$ 2,488,080</b>	<b>\$ (2,915,474)</b>	<b>-54.0%</b>



### Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
060805	Airport Operations	\$ 2,540,841	\$ 5,126,550	\$ 2,166,550	\$ 2,166,550	\$ (2,960,000)	-57.7%
<b>Total Revenues</b>		<b>\$ 2,540,841</b>	<b>\$ 5,126,550</b>	<b>\$ 2,166,550</b>	<b>\$ 2,166,550</b>	<b>\$ (2,960,000)</b>	<b>-57.7%</b>

### Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Revenue From Use Of Money/Property	\$ 169,872	\$ 124,500	\$ 159,000	\$ 159,000	\$ 34,500	27.7%
Charges For Services	276,753	273,500	273,000	273,000	(500)	-0.2%
Other Financing Sources	2,092,508	4,721,750	1,727,750	1,727,750	(2,994,000)	-63.4%
Aid From Government Agencies - Federal	1,708	6,800	6,800	6,800	—	—
<b>Total Revenues</b>	<b>\$ 2,540,841</b>	<b>\$ 5,126,550</b>	<b>\$ 2,166,550</b>	<b>\$ 2,166,550</b>	<b>\$ (2,960,000)</b>	<b>-57.7%</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 2017 Approved Budget	10.0	\$ 5,403,554	\$ 5,126,550
Board Approved Adjustments During FY 2017	-1.0	(85,731)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	62,551	—
IntraCounty Adjustments	—	95,350	—
Other Adjustments	—	(2,902,198)	(2,960,000)
<b>Subtotal (Current Level Budget)</b>	<b>9.0</b>	<b>\$ 2,573,526</b>	<b>\$ 2,166,550</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 2,841	\$ —
Decision Packages			
Reduce PERS by \$7M due to prepayment of UAL	—	(2,068)	—
SCC.21 Delete Chronically Vacant FTE	-1.0	(86,219)	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>-1.0</b>	<b>\$ (85,446)</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>8.0</b>	<b>\$ 2,488,080</b>	<b>\$ 2,166,550</b>



## County Fire Districts



### 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 provides services to nearly 230,000 residents who 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 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 fire protection, rescue, emergency medical (including advanced life support), hazardous materials, emergency response, and others services 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 contract for fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors 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 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 contract for 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 using \$14.5 million of its projected \$59.2 million fund balance from FY 16-17 for one-time use. The Department does not have a contingency reserve; 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 \$20,818,500 in one-time funding for fixed assets, as reflected in the following table:

#### Central Fire Fixed Assets

Description	Amount
Air Compressor	\$84,000
Apparatus (T71,T74,HazMat Unit)	\$4,450,000
Computers/Servers/Printers	\$260,000
Exhaust Systems	\$63,000
Fitness Equipment	\$35,000
HazMat Monitoring Equipment	\$175,000
Electronic Plan Check Tables	\$24,000
Hurst Tools (2)	\$51,000
iPads	\$50,000
Property Purchase - Winchester/Lark	\$2,500,000
Quito Station Replacement	\$5,900,000
Radios, Repeaters, emtrac	\$40,000
Records Management System Replacement	\$250,000
Redwood Sta. Replacement	\$4,500,000
Rescue Strut System (Search & Rescue)	\$80,000
SCBA Replacement	\$1,600,000
Station Generator (CA)	\$70,000
Thermal Imaging Cameras (7)	\$568,500
Vehicles, autos and vans	\$43,000
Washers	\$75,000
<b>Total</b>	<b>\$20,818,500</b>

**One-time Cost: \$20,818,500**

### 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 17-18.

#### Santa Clara County Fire Protection District FY 17-18 Summary of Positions

Job Title	FY 17-18 Recommended FTE
Administrative Assistant I	3
Administrative Assistant II	6
Administrative Assistant III or	3
Administrative Assistant IV	
Arson Investigator II or	2
Arson Investigator I	
Assitant Deputy Director of Community Education Services	1
Assistant Fire Marshal	1
Assitant Fire Chief or	1
Deputy Chief	
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	3
Deputy Chief or	1
Director of Fire Prevention	
Deputy Director of Emergency Management	1
Deputy Fire Marshal II or	13
Fire Protection Engineer or	
Deputy Fire Marshal I or	
Assoc. Fire Protection Engineer	
Deputy Fire Marshal Trainee	3
Director of Business Services	1
Director of Emergency Management	1
Director of Personnel Services	1
EMS Coordinator	1
Financial Analyst/Accountant	1
Fire Captain	68
Fire Chief	1
Fire Mechanic II or	3
Fire Mechanic I or	
Firefighter/Engineer	165
General Maint. Craftsworker	2





## Santa Clara County Fire Protection District FY 17-18 Summary of Positions

Job Title	FY 17-18 Recommended FTE
GIS Analyst	1
Hazardous Materials Specialist	2
Information Systems Analyst II or	1
Information Systems Analyst I	
Information Systems Analyst III	1
Information Technology Officer	1
Management Analyst or	3
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	2
Senior Fire Mechanic	1
Senior Fire Protection Engineer	1
Senior Hazardous Materials Specialist	1
Senior Program Specialist	1
Staff Battalion Chief or	4
Battalion Chief	
Supply Services Specialist I	1
Supply Services Specialist II or	1
Supply Services Specialist I	
<b>Total FTE</b>	<b>328.0</b>

## Summary of Central Fire Protection District Budget – FY 17-18

Resources	Amount
FY 17-18 Revenues	\$111,489,382
Estimated use of Fund Balance	\$14,540,732
<b>Total Revenue plus Fund Balance</b>	<b>\$126,030,114</b>
Expenses	Amount
Salaries and Benefits	\$88,329,000
Services and Supplies	\$18,937,809
Fixed Assets	\$20,818,500
Reimbursements	(\$2,055,195)
<b>Total Expenses</b>	<b>\$126,030,114</b>

## Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates a net change to the fund balance of \$1,303, from FY 16-17. 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 \$3,448,000 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	\$6,000
Emergency Access Roads	\$5,000
Tree Removal and Pruning	\$1,000,000
Fire Service Water Flow Improvements	\$1,500,000
Hydrant/Water Main Improvements - Purissima	\$470,000
Hydrant/Water Main Improvements - Cal Water	\$10,000
Projects & Programs Contingency	\$100,000
<b>Total Projects and Programs</b>	<b>\$3,448,000</b>

**One-time Cost: \$3,448,000**

## Summary of Los Altos Hills County Fire District Budget – FY 17-18

Resources	Amount
FY 17-18 Revenues	\$10,898,760
Fund Balance	\$1,308,734
<b>Total Revenue minus Fund Balance</b>	<b>\$9,590,026</b>
Expenses	Amount
Salaries and Benefits – Contract Out	\$-
Services and Supplies	\$6,142,026
Projects and Programs	\$3,448,000
<b>Total Expense</b>	<b>\$9,590,026</b>

## South Santa Clara County Fire District

Th South Santa Clara County Fire District is proposing a budget that anticipates using approximately \$401,627 of its \$1.8 million estimated fund balance to partially support ongoing operations, because revenues are insufficient to meet the operation needs. In anticipation of an increase in costs because of labor contracts for State personnel working in the District, professional services expenditures have been increased by \$529,000. 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.

### Summary of South Santa Clara County Fire District Budget – FY 17-18

Resources		Amount
FY 17-18 Revenues		\$6,057,887
Estimated Use of Fund Balance		\$
<b>Total Revenue</b>		<b>\$6,459,514</b>
Expenses		Amount
Salaries and Benefits – Contract Out		-
Services and Supplies		\$6,459,514
<b>Total Expense</b>		<b>\$6,459,514</b>

### Central Fire Protection District— Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 29,127,402	\$ 118,900,945	\$ 105,075,758	\$ 126,030,114	\$ 7,129,169	6.0%
9144	General Support Svcs Fund 1524	2,224,750	18,784	0	0	(18,784)	-100.0%
090403	Operations Div Fund 1524	59,034,987	—	—	—	—	—
090404	Training Div Fund 1524	3,701,582	—	—	—	—	—
090405	Prevention Div Fund 1524	4,390,684	—	—	—	—	—
<b>Total Net Expenditures</b>		<b>\$ 98,479,405</b>	<b>\$ 118,919,729</b>	<b>\$ 105,075,758</b>	<b>\$ 126,030,114</b>	<b>\$ 7,110,385</b>	<b>6.0%</b>

### Central Fire Protection District— Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 30,765,455	\$ 120,896,281	\$ 107,130,953	\$ 128,085,309	\$ 7,189,028	5.9%
9144	General Support Svcs Fund 1524	2,224,750	18,784	0	0	(18,784)	-100.0%
090403	Operations Div Fund 1524	59,034,987	—	—	—	—	—
090404	Training Div Fund 1524	3,701,582	—	—	—	—	—
090405	Prevention Div Fund 1524	4,390,684	—	—	—	—	—
<b>Total Gross Expenditures</b>		<b>\$ 100,117,458</b>	<b>\$ 120,915,065</b>	<b>\$ 107,130,953</b>	<b>\$ 128,085,309</b>	<b>\$ 7,170,244</b>	<b>5.9%</b>



### Central Fire Protection District— Budget Unit 904 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Salary and Benefits	\$ 80,865,478	\$ 82,417,000	\$ 88,329,000	\$ 88,329,000	\$ 5,912,000	7.2%
Services And Supplies	15,589,075	15,487,646	18,801,953	18,937,809	3,450,163	22.3%
Other Charges	334,200	333,950	—	—	(333,950)	-100.0%
Fixed Assets	3,328,706	10,676,469	—	20,818,500	10,142,031	95.0%
Reserves	—	12,000,000	—	—	(12,000,000)	-100.0%
<b>Total Gross Expenditures</b>	<b>\$ 100,117,458</b>	<b>\$ 120,915,065</b>	<b>\$ 107,130,953</b>	<b>\$ 128,085,309</b>	<b>\$ 7,170,244</b>	<b>5.9%</b>
Expenditure Transfers	(1,638,053)	(1,995,336)	(2,055,195)	(2,055,195)	(59,859)	3.0%
<b>Total Net Expenditures</b>	<b>\$ 98,479,405</b>	<b>\$ 118,919,729</b>	<b>\$ 105,075,758</b>	<b>\$ 126,030,114</b>	<b>\$ 7,110,385</b>	<b>6.0%</b>

### Central Fire Protection District— Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 103,143,972	\$ 101,791,739	\$ 111,489,382	\$ 111,489,382	\$ 9,697,643	9.5%
090403	Operations Div Fund 1524	14,462	—	—	—	—	—
090404	Training Div Fund 1524	58,832	—	—	—	—	—
090405	Prevention Div Fund 1524	638,030	—	—	—	—	—
	<b>Total Revenues</b>	<b>\$ 103,855,296</b>	<b>\$ 101,791,739</b>	<b>\$ 111,489,382</b>	<b>\$ 111,489,382</b>	<b>\$ 9,697,643</b>	<b>9.5%</b>

### Central Fire Protection District— Budget Unit 904 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Taxes - Current Property	\$ 69,536,011	\$ 71,607,000	\$ 80,339,300	\$ 80,339,300	\$ 8,732,300	12.2%
Revenue From Use Of Money/Property	248,240	165,000	250,000	250,000	85,000	51.5%
Charges For Services	403,500	463,000	388,600	388,600	(74,400)	-16.1%
Aid From Government Agencies - State	3,029,100	737,000	631,000	631,000	(106,000)	-14.4%
Aid From Government Agencies - Federal	2,368,219	100,000	100,000	100,000	—	—
Other Financing Sources	26,697,436	27,331,239	28,405,482	28,405,482	1,074,243	3.9%
Licenses, Permits, Franchises	1,572,790	1,388,500	1,375,000	1,375,000	(13,500)	-1.0%
<b>Total Revenues</b>	<b>\$ 103,855,296</b>	<b>\$ 101,791,739</b>	<b>\$ 111,489,382</b>	<b>\$ 111,489,382</b>	<b>\$ 9,697,643</b>	<b>9.5%</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 2017 Approved Budget	—	\$ 118,900,945	\$ 101,791,739
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	143,532	—
Other Adjustments	—	(13,968,719)	9,697,643
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 105,075,758</b>	<b>\$ 111,489,382</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ 135,856	\$ —
Decision Packages			
Fixed Asset - BU 904	—	20,818,500	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>	<b>—</b>	<b>\$ 20,954,356</b>	<b>\$ —</b>
<b>Recommended Budget</b>	<b>—</b>	<b>\$ 126,030,114</b>	<b>\$ 111,489,382</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 2017 Approved Budget	—	\$ 18,784	\$ —
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(18,784)	—
Other Adjustments	—	—	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 0</b>	<b>\$ —</b>
<b>Recommended Changes for FY 2018</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>\$ 0</b>	<b>\$ —</b>



**Los Altos Hills County Fire District— Budget Unit 979**  
**Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 10,202,611	\$ 10,324,001	\$ 6,142,026	\$ 9,590,026	\$ (733,975)	-7.1%
<b>Total Net Expenditures</b>		<b>\$ 10,202,611</b>	<b>\$ 10,324,001</b>	<b>\$ 6,142,026</b>	<b>\$ 9,590,026</b>	<b>\$ (733,975)</b>	<b>-7.1%</b>

**Los Altos Hills County Fire District— Budget Unit 979**  
**Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 10,202,611	\$ 10,324,001	\$ 6,142,026	\$ 9,590,026	\$ (733,975)	-7.1%
<b>Total Gross Expenditures</b>		<b>\$ 10,202,611</b>	<b>\$ 10,324,001</b>	<b>\$ 6,142,026</b>	<b>\$ 9,590,026</b>	<b>\$ (733,975)</b>	<b>-7.1%</b>

**Los Altos Hills County Fire District— Budget Unit 979**  
**Expenditures by Object**

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 10,202,611	\$ 10,324,001	\$ 6,142,026	\$ 9,590,026	\$ (733,975)	-7.1%
<b>Total Net Expenditures</b>	<b>\$ 10,202,611</b>	<b>\$ 10,324,001</b>	<b>\$ 6,142,026</b>	<b>\$ 9,590,026</b>	<b>\$ (733,975)</b>	<b>-7.1%</b>

**Los Altos Hills County Fire District— Budget Unit 979**  
**Revenues by Cost Center**

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,880,884	\$ 10,050,000	\$ 10,898,760	\$ 10,898,760	\$ 848,760	8.4%
<b>Total Revenues</b>		<b>\$ 9,880,884</b>	<b>\$ 10,050,000</b>	<b>\$ 10,898,760</b>	<b>\$ 10,898,760</b>	<b>\$ 848,760</b>	<b>8.4%</b>



### Los Altos Hills County Fire District— Budget Unit 979 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Taxes - Current Property	\$ 9,738,062	\$ 9,954,900	\$ 10,764,760	\$ 10,764,760	\$ 809,860	8.1%
Revenue From Use Of Money/Property	82,507	48,000	88,000	88,000	40,000	83.3%
Aid From Government Agencies - State	46,557	46,000	45,000	45,000	(1,000)	-2.2%
Other Financing Sources	13,757	1,100	1,000	1,000	(100)	-9.1%
<b>Total Revenues</b>	<b>\$ 9,880,884</b>	<b>\$ 10,050,000</b>	<b>\$ 10,898,760</b>	<b>\$ 10,898,760</b>	<b>\$ 848,760</b>	<b>8.4%</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 2017 Approved Budget		\$ 10,324,001	\$ 10,050,000
Board Approved Adjustments During FY 2017		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		(4,181,975)	848,760
<b>Subtotal (Current Level Budget)</b>		<b>\$ 6,142,026</b>	<b>\$ 10,898,760</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments		\$ —	\$ —
Decision Packages			
LAHCFD Special Projects and Programs		3,448,000	—
Information Technology			
Capital			
<b>Subtotal (Recommended Changes)</b>		<b>\$ 3,448,000</b>	<b>\$ —</b>
<b>Recommended Budget</b>		<b>\$ 9,590,026</b>	<b>\$ 10,898,760</b>

### South Santa Clara County Fire Protection District— Budget Unit 980 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,971,456	\$ 5,872,826	\$ 5,918,504	\$ 5,943,504	\$ 70,678	1.2%
9120	South Santa Clara Co Fire Dist Fund 1574	51,569	215,607	222,076	222,076	6,469	3.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	103,542	293,934	43,934	293,934	—	—
	<b>Total Net Expenditures</b>	<b>\$ 5,126,566</b>	<b>\$ 6,382,367</b>	<b>\$ 6,184,514</b>	<b>\$ 6,459,514</b>	<b>\$ 77,147</b>	<b>1.2%</b>



### South Santa Clara County Fire Protection District— Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,971,456	\$ 5,872,826	\$ 5,918,504	\$ 5,943,504	\$ 70,678	1.2%
9120	South Santa Clara Co Fire Dist Fund 1574	51,569	215,607	222,076	222,076	6,469	3.0%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	103,542	293,934	43,934	293,934	—	—
<b>Total Gross Expenditures</b>		<b>\$ 5,126,566</b>	<b>\$ 6,382,367</b>	<b>\$ 6,184,514</b>	<b>\$ 6,459,514</b>	<b>\$ 77,147</b>	<b>1.2%</b>

### South Santa Clara County Fire Protection District— Budget Unit 980 Expenditures by Object

Object	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Services And Supplies	\$ 4,851,170	\$ 5,898,383	\$ 6,053,840	\$ 6,053,840	\$ 155,457	2.6%
Other Charges	215,787	208,984	130,674	130,674	(78,310)	-37.5%
Fixed Assets	59,608	275,000	—	275,000	—	—
<b>Total Net Expenditures</b>	<b>\$ 5,126,566</b>	<b>\$ 6,382,367</b>	<b>\$ 6,184,514</b>	<b>\$ 6,459,514</b>	<b>\$ 77,147</b>	<b>1.2%</b>

### South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 5,026,352	\$ 5,554,093	\$ 5,794,080	\$ 5,794,080	\$ 239,987	4.3%
9120	South Santa Clara Co Fire Dist Fund 1574	205,546	215,607	215,607	215,607	—	—
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	41,545	48,200	48,200	48,200	—	—
<b>Total Revenues</b>		<b>\$ 5,273,443</b>	<b>\$ 5,817,900</b>	<b>\$ 6,057,887</b>	<b>\$ 6,057,887</b>	<b>\$ 239,987</b>	<b>4.1%</b>



### South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Type

Type	FY 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Taxes - Current Property	\$ 4,498,979	\$ 4,562,290	\$ 4,924,181	\$ 4,924,181	\$ 361,891	7.9%
Revenue From Use Of Money/Property	15,012	31,000	31,000	31,000	—	—
Aid From Government Agencies - State	31,870	41,000	40,000	40,000	(1,000)	-2.4%
Aid From Government Agencies - Federal	63,657	654,803	550,631	550,631	(104,172)	-15.9%
Licenses, Permits, Franchises	247,682	278,807	312,075	312,075	33,268	11.9%
Other Financing Sources	416,242	250,000	200,000	200,000	(50,000)	-20.0%
<b>Total Revenues</b>	<b>\$ 5,273,443</b>	<b>\$ 5,817,900</b>	<b>\$ 6,057,887</b>	<b>\$ 6,057,887</b>	<b>\$ 239,987</b>	<b>4.1%</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 2017 Approved Budget	—	\$ 5,872,826	\$ 5,554,093
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	6,079	—
Other Adjustments	—	39,599	239,987
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 5,918,504</b>	<b>\$ 5,794,080</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Ongoing Fixed Asset - Water System Upgrade & Mod Structure	—	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>\$ 5,943,504</b>	<b>\$ 5,794,080</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 2017 Approved Budget	—	\$ 215,607	\$ 215,607
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	6,469	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 222,076</b>	<b>\$ 215,607</b>
<b>Recommended Changes for FY 2018</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>\$ 222,076</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 2017 Approved Budget	—	\$ 293,934	\$ 48,200
Board Approved Adjustments During FY 2017	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(250,000)	—
<b>Subtotal (Current Level Budget)</b>	<b>—</b>	<b>\$ 43,934</b>	<b>\$ 48,200</b>
<b>Recommended Changes for FY 2018</b>			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Ongoing Fixed Asset - Water System Upgrade & Mod Structure	—	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 Adopted 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	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund - F0213	\$ —	(629)	\$ 1,214,100	1,214,100	\$ 1,200,000	1,200,000
9810	Justice Facility Temp Construction Rs Fu -F0214	—	168,259	2,422,900	2,422,900	2,400,000	2,400,000
9841	Justice Asst Grant Fund 0202	13,300	66,826	0	—	0	—
9858	SB1246 Domestic Violence - F0378	102,686	101,141	130,820	130,820	130,820	130,820
9860	Veteran Services Special Lic Plt Fee - F0248	4,823	966	—	—	415	—
9861	State Prop 35 Aid (SACPA) Fund 0325	—	3	—	—	—	—
9892	Domestic Violence - F0231	241,730	243,156	361,432	361,432	361,432	361,432

### Assessor Restricted Funds

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	183,148	224,679	1,229,876	100,000	1,229,876	100,000
9801	AB 818 SCPTAP Grant Fund 0269	1,025,491	39,786	5,302,789	100,000	5,302,789	35,000
9881	State County asr Partnership - Fund 0266	—	785,000	785,000	785,000	785,000	785,000



**Facilities Dept Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
2514	Accumulated Capital Outlay-F0455	\$ —	—	\$ —	—	\$ —	37,034,773

**County Library Head Quarters Trust Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9301	County Library Service Area Fund 1700	\$ 5,818,256	5,774,347	\$ 6,000,000	6,000,000	\$ 6,000,000	6,000,000

**Controller-Treasurer Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
4592	Whole Person Care Application Fund - Fund 0454	\$ —	—	\$ —	—	\$ 45,143,060	45,143,060
9869	AB109/AB118 Local Law Enforcement Svc - F0443	22,444,741	24,085,656	22,958,613	26,932,952	23,123,398	27,715,299
9883	Local Innovation Sub-Acct(Law Enforcement Svc Act)-Fund 0413	—	—	—	491,150	—	235,570

**Department of Tax & Collections**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ 450,000	230,010	\$ 450,000	500,000	\$ 450,000	250,000

**Debt Service Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 12,000	16,943	\$ 12,000	—	\$ 4,000	—



**District Attorney Department Restricted**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 235,298	235,298	\$ 280,000	280,000	\$ 250,000	250,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	88,622	27,731	31,574	28,400	60,473	28,400
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	197,338	27,987	26,182	25,000	65,102	25,000
9821	Dispute Resolution Prog Restricted Fund 0345	236,785	236,803	236,000	236,160	231,715	230,300
9822	Federally Forfeited Proerty Restricted F0417	51,418	275	39,391	330	2,498	330
9823	Crime Lab Drug Analysis Restricted Fund 0233	370,000	409,298	450,534	370,000	507,253	420,000
9842	Consumer Protection & Unfair Comp Fund 0264	420,417	1,531,563	7,499,852	1,000,000	7,739,930	1,500,000
9856	Escheated Victim Restitution Fund 0339	—	189,658	540,199	141,400	642,816	3,700
9857	DNA Identification County Share Fund 0230	389,618	365,034	270,424	270,424	343,529	270,840
9866	DEA Federal Asset Forfeiture Fund 0333	26,979	48,818	563,407	59,000	578,452	50,000
9879	2011 Realignemnt - DA Trust Fd -F0414	397,411	438,917	700,276	659,700	450,000	659,700
9890	REACT Fed Ass Justice - F0410	123,675	193,558	517,553	91,250	361,030	73,000

**Public Defender**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9878	2011 Realignment-Public Defender-F0415	\$ 429,290	438,917	\$ 591,426	659,700	\$ 591,426	659,700

**Criminal Justice Support**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9868	AB109/AB118 Local Community Correction - F0433	42,449,225	49,766,271	57,091,719	48,059,786	62,750,619	47,032,100



**Sheriff's Department Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ —	9,330	\$ 112,000	3,000	\$ 112,000	3,000
9806	Sheriff Donation Restricted Fund 0346	—	—	167,000	167,000	167,000	167,000
9807	Civil Assessment Restricted Fund 0403	70,988	200,424	1,480,000	316,200	1,480,000	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	—	159,264	1,234,495	100,000	1,234,495	100,000
9843	SCC Justice Training Ctr Fund 0431	204,032	381,806	979,032	200,000	979,032	200,000
9872	Trial Court Security - F0434	31,286,144	33,138,658	34,633,645	33,437,873	35,172,959	33,437,873

**Probation Department Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9873	Juvenile Justice -F0437	\$ 3,708,441	5,388,909	\$ 3,621,984	4,698,461	\$ 3,621,984	4,904,200

**DCSS Special Revenue Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 36,534,246	36,872,913	\$ 36,901,210	37,074,514	\$ 37,074,514	37,074,514

**Social Services Agency Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 300,580	497,914	\$ 922,245	453,000	\$ 922,245	453,000



**Public Health Restricted Funds**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 39,423	37,767	\$ 52,564	52,564	\$ 52,564	52,564
9831	Health Dept Donations Restricted Fund 0358	13,939	19,861	116,473	116,473	88,693	88,693
9832	Tobacco Education Restricted Fund 0369	245,618	269,905	220,179	269,985	391,214	391,213
9833	Joe Camel Mangini Settlement R Fund 0373	54,682	363	54,821	603	—	—
9834	Public Health Bioterrorism Resp R Fund 0377	1,847,953	2,043,028	2,033,082	2,058,657	1,802,194	1,827,769
9852	BT Hospital Prep Program Fund 0424	472,063	874,151	547,068	544,811	549,177	546,920
9853	Pandemic Flu Preparedness Fund 0425	—	2	—	—	—	—
9895	Lead Paint Settlement Trust - Fund 0379	8,616	(7)	—	—	—	—

**Behavioral Health Services Department**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted - F0201	\$ 100,000	95,487	\$ 113,396	100,000	\$ 113,396	100,000
9828	Alcohol AB541 Restricted Fund 0221	158,346	134,092	160,135	158,346	160,135	158,346
9829	Statham AB2086 Restricted Fund 0222	182,793	175,418	207,010	200,000	207,010	200,000
9835	David W Morrison Donation Restricted F0344	—	2	—	—	—	—
9836	Drug Abuse Restricted Fund 0212	120,000	112,164	150,842	122,600	150,842	122,600
9837	Alcohol Abuse Education & Prev R Fund 0219	179,613	170,936	191,597	189,500	191,597	189,500
9839	MH Donation Restricted Fund 0357	—	698	12,000	12,000	12,000	12,000
9840	DADS Donation Restricted Fund 0359	3,500	96	14,171	13,059	14,171	13,059
9846	MHSA CSS Other Services Fund 0446	40,482,810	50,580,520	43,569,719	42,031,604	44,985,853	43,447,738
9847	MHSA Prevention Restricted Fund 0447	9,880,420	12,592,565	27,863,552	27,863,552	27,863,552	27,863,552
9848	MH Svcs Act CSS Housing Restricted Fund 0448	—	395,482	—	—	—	—
9849	MH Svcs Act Capital & IT Restricted Fund 0449	2,421,021	64,103	8,187,782	10,087,782	6,983,083	9,064,396
9850	MS Svcs Act Ed & Training Restricted Fund 0445	—	573	4,262,369	4,262,369	4,262,369	4,262,369
9855	MHSA Prudent Reserve Fund 0374	—	143,103	—	—	—	—





**Behavioral Health Services Department**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9862	Justice Assistance Fund 0211	—	2	—	—	—	—
9864	MHSS PEI Tech Asset Fund 0452	—	2,111	—	—	—	—
9865	MHSA Innovation Fund 0453	2,498,748	3,380,518	6,131,160	6,131,160	6,131,160	6,131,160
9871	Mental Health-PSR -F0429	51,385,247	51,385,247	53,652,270	53,652,270	58,043,467	58,043,467
9874	Health & Human Services- DAD F0439	47,839,417	52,244,981	48,159,657	51,113,980	48,159,657	86,060,110
9880	Investment In MH Wellness Program- Fund 0376	—	1,733,067	4,699,948	4,699,948	—	—

**Emergency Medical Services**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9854	EMS Fines & Penalties -F0363	\$ 2,561,915	3,216,863	\$ 3,284,000	66,000	\$ 2,388,875	66,000

**Department Of Planning And Development**

CC	Cost Center Name	2016 Actual		2017 Approved		2018 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9896	Permit Rev - Planning & Development-Fund 0255	\$ —	96,667	\$ —	—	\$ —	—









# 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 2017 - 2018 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 17-18 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 17-18 Recommended Budget Prepared											
FY 17-18 Recommended Budget Released to Public											
FY 17-18 Budget Workshop, May 15-17, 2017											
Santa Clara County Board of Supervisors' Budget Hearing and Adoption, June 12-16, 2017											
Implementation of FY 17-18 Budget becomes Effective July 1, 2017											
FY 17-18 Adopted Budget Prepared for Release in July - August 2017											

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 2017 - 2018 runs from July 1, 2017 to June 30, 2018. 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 2018”

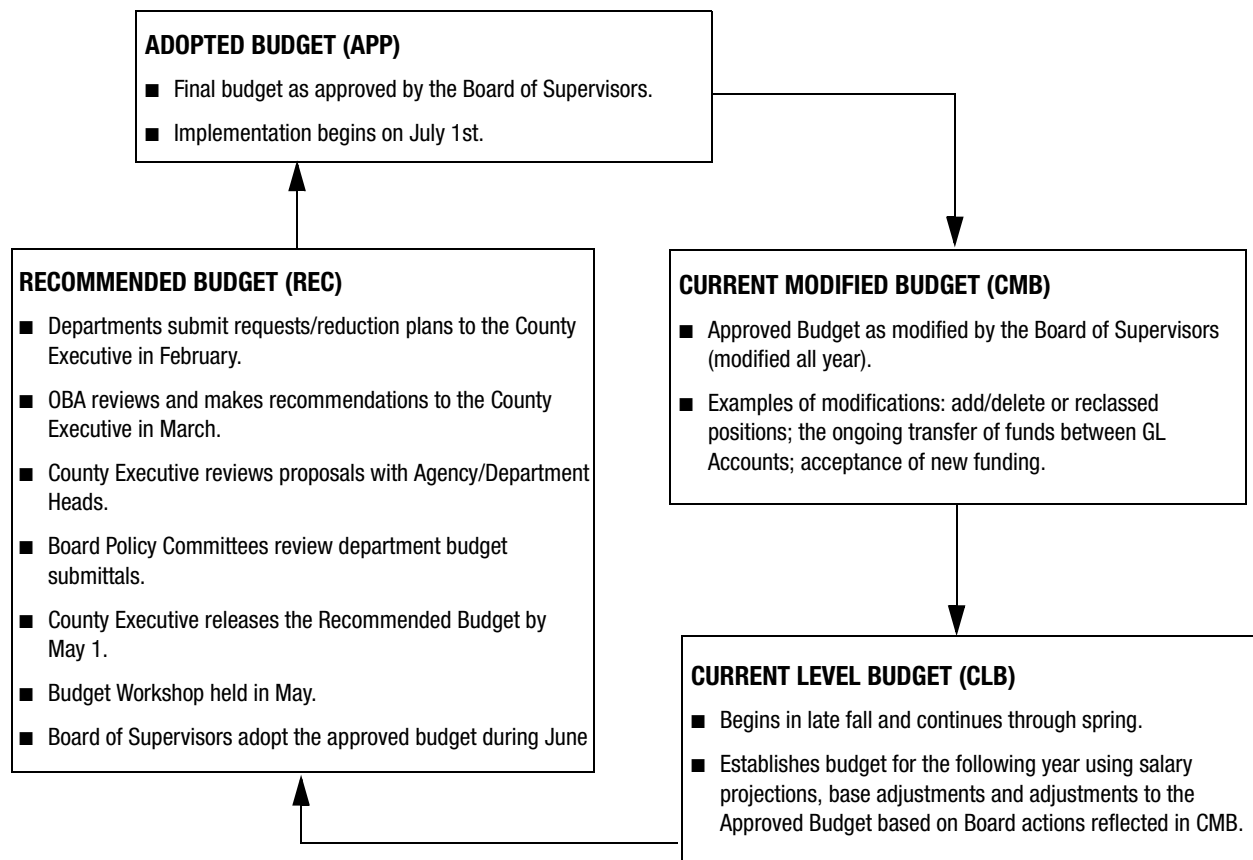
The *total* budget in each cost center recommended for FY 17-18 is at the bottom of each of the cost center tables.

### 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



# Cost Center Example

Cost Center Name and Number	Title of Fund for which appropriations and revenues are being described.	Positions, Appropriations, and Revenues – Starting with increases or decreases during FY 16-17, and, recommended increases or decreases for FY 17-18.		
		Positions	Appropriations	Revenues
<b>Cost Center Name and Fund Number — Cost Center Number</b>				
<b>Major Changes to the Budget</b>				
<b>Fund Number and Name</b>				
<b>Current Level Budget</b>				
FY 16-17 Approved positions, appropriations, and revenues for this cost center for FY 16-17.	FY 2017 Approved Budget	6.0	1,800,000	1,200,000
Adjustments to this cost center, approved by the Board of Supervisors during FY 16-17.	Board Approved Adjustments During FY 2017	-	40,000	-
Salary and benefit changes required to maintain the current program services.	Cost to Maintain Current Program Services			
	Salary and Benefit Adjustments	-1.0	(35,000)	-
	IntraCounty Adjustments	-	4,000	-
	Other Adjustments	-	(1,000)	-
	<b>Subtotal (Current Level Budget)</b>	<b>5.0</b>	<b>1,808,000</b>	<b>1,200,000</b>
IntraCounty adjustments required to maintain the current program services. This line reflects the fiscal impact of intracounty rate changes and the annualization of any partial year changes approved by the Board in FY 16-17.	<b>Recommended Changes for FY 2018</b>			
	IntraCounty Adjustments	-	900	-
	Decision Packages			
	One-line description of recommendation	-	20,000	-
	Information Technology			
	Capital			
	<b>Subtotal (Recommended Changes)</b>	<b>-</b>	<b>20,900</b>	<b>-</b>
All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 16-17, annualization of partial year changes approved by the Board in FY 16-17, and adjustments to revenues to reflect FY 17-18 factors.	<b>Recommended Budget</b>	<b>5.0</b>	<b>1,828,900</b>	<b>1,200,000</b>
Reflects the total positions, appropriations, and revenues necessary to maintain the FY 16-17 level of service in FY 17-18.	Subtotal of all changes recommended by the County Executive for FY 17-18.			
County Executive recommended changes to the current level of service for FY 17-18.	Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 17-18. If no further action is taken by the Board of Supervisors at the Budget Hearing, this line becomes the Adopted Budget for FY 17-18.			





## 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 2016 Actuals	FY 2017 Approved	FY 2018 Base Budget	FY 2018 Recommended	Amount Chg From 2017 Approved	% Chg From 2017 Approved
Supervisory District #1	—	5,292	5,292	5,292	—	—
Supervisory District #2	38,488	10,788	10,788	10,788	—	—
Supervisory District #3	41,380	5,724	5,724	5,724	—	—
Supervisory District #4	(588)	5,292	5,292	5,292	—	—
Supervisory District #5	53,747	10,764	10,764	10,764	—	—
Clerk-Board of Supervisors	30,293	—	—	—	—	—
County Executive	463,317	22,340	39,658	71,778	49,438	221.3%
Risk Management	104,560	72,588	72,588	72,588	—	—
Office of Supportive Housing	8,091	20,000	20,000	20,000	—	—
Assessor	266,901	206,734	206,734	206,734	—	—
Procurement	154,236	—	—	—	—	—
County Counsel	149,799	—	—	—	—	—
Registrar of Voters	1,826,353	1,826,822	1,826,822	1,149,991	(676,831)	-37.0%
Information Services	378,815	157,213	40,611	40,611	(116,602)	-74.2%
Communications Department	94,661	—	—	—	—	—
Facilities Department	180,063	34,154	34,154	34,154	—	—
Fleet Services	396	11,484	11,484	11,484	—	—
County Library Headquarters	1,338,258	1,419,043	1,419,043	1,419,043	—	—
Employee Services Agency	295,746	89,079	14,079	14,079	(75,000)	-84.2%
Controller-Treasurer	383,628	19,768	19,768	19,768	—	—
Department of Tax & Collections	244,616	94,138	94,138	94,138	—	—
County Recorder	55,784	45,898	45,898	45,898	—	—
District Attorney Department	1,040,675	209,885	209,885	209,885	—	—
Public Defender	775,782	514,575	514,575	514,575	—	—
Office of Pretrial Services	125,397	160,514	160,514	160,514	—	—
Sheriff's Department	2,470,774	526,044	526,044	526,044	—	—
Sheriff's Doc Contract	473,102	—	—	—	—	—
Department of Correction	207,028	3,504	3,504	3,504	—	—
Probation Department	1,395,782	1,195,249	1,195,249	1,195,249	—	—
Med Exam-Coroner Fund 0001	47,276	—	—	—	—	—



**Budgeted Extra Help Resources (General Ledger Account 501110)**

	<b>FY 2016 Actuals</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Base Budget</b>	<b>FY 2018 Recommended</b>	<b>Amount Chg From 2017 Approved</b>	<b>% Chg From 2017 Approved</b>
Dept of Child Support Services	197,979	209,617	209,617	209,617	—	—
Social Services Agency	380,075	698,412	698,412	698,412	—	—
Department of Family & Children's Services	930,380	—	—	—	—	—
Department of Employment & Benefit Svc	159,525	17,332	17,332	17,332	—	—
Department of Aging and Adult Services Fund 0001	214,979	21,148	21,148	21,148	—	—
Public Health	763,910	195,309	201,315	201,315	6,006	3.1%
Custody Health Services	2,920,426	3,361,919	3,361,919	3,361,919	—	—
Behavioral Health Services Department	1,133,729	788,004	788,004	788,004	—	—
Community Health Services	326,909	276,209	276,209	276,209	—	—
Emergency Medical Services	26,982	3,465	3,465	3,465	—	—
Valley Health Plan	151,422	—	—	—	—	—
Santa Clara Valley Medical Center	33,624,180	22,973,158	22,973,158	28,996,323	6,023,165	26.2%
Department of Planning and Development	52,926	—	—	—	—	—
Parks and Recreation Department	1,158,217	816,819	816,819	816,819	—	—
Agriculture and Environmental Mgmt	112,474	168,006	168,006	168,006	—	—
Department of Environmental Health	135,997	280,901	280,901	280,901	—	—
Vector Control District	64,204	—	—	—	—	—
Roads & Airports Department - Roads	80,985	160,000	160,000	160,000	—	—
Roads & Airports Dept - Airports	8,675	6,000	6,000	6,000	—	—
Central Fire Protection District	753,307	500,000	750,000	750,000	250,000	50.0%
<b>Total Net Expenditures \$</b>	<b>55,841,640 \$</b>	<b>37,143,191 \$</b>	<b>37,224,913 \$</b>	<b>42,603,367 \$</b>	<b>5,460,176</b>	<b>14.7%</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 2017 Positions Approved	FY 2017 Positions Adjusted	FY 2018 Recommended	Amount Change from 2017 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	9.0	9.0	9.0	0.0
	<b>Total - Supervisory District #1</b>			10.0	10.0	10.0	0.0
<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	9.0	9.0	9.0	0.0
	<b>Total - Supervisory District #2</b>			10.0	10.0	10.0	0.0
<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	9.0	9.0	9.0	0.0
	<b>Total - Supervisory District #3</b>			10.0	10.0	10.0	0.0
<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	9.0	9.0	9.0	0.0
	<b>Total - Supervisory District #4</b>			10.0	10.0	10.0	0.0
<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	10.0	10.0	2.0
	<b>Total - Supervisory District #5</b>			9.0	11.0	11.0	2.0
<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
		B1P	Mgmt Analyst	0.0	0.0	1.0	1.0
		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
		B2P	Admin Support Officer li	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





## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount Change from 2017	
								Approved	Adjusted	Recommended	Approved
						B77	Accountant III	1.0	1.0	1.0	0.0
						D09	Office Specialist III	1.0	2.0	2.0	1.0
						D54	Board Clerk II	5.0	5.0	6.0	1.0
						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
						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	1.0	1.0	-1.0
1173	SB 813 Admin Fund 0001					D09	Office Specialist III	2.0	2.0	2.0	0.0
						D54	Board Clerk II	0.0	1.0	1.0	1.0
						D55	Board Clerk I	2.0	1.0	1.0	-1.0
<b>Total - Clerk-Board of Supervisors</b>								37.0	37.0	39.0	2.0

### 0107 County Executive

010717	County Executive Administration -Fund 0001					A02	County Executive-U	1.0	1.0	1.0	0.0
						A10	Deputy County Executive	6.0	6.0	6.0	0.0
						A1C	Chief Operating Officer	1.0	0.0	0.0	-1.0
						A2L	Public Communication Director	1.0	1.0	1.0	0.0
						A2U	Dir, Offc of Contracting Mgmt	0.0	1.0	1.0	1.0
						A5W	Chief Privacy Officer	0.0	1.0	1.0	1.0
						A7C	Chief Operating Officer - U	0.0	1.0	1.0	1.0
						A9D	Special Asst to County Executive	1.0	1.0	1.0	0.0
						B1H	Mgmt Anal Prog Mgr III	2.0	3.0	3.0	1.0
						B1N	Sr Mgmt Analyst	2.0	3.0	4.0	2.0
						B1P	Mgmt Analyst	5.0	3.0	3.0	-2.0
						B1R	Assoc Mgmt Analyst B	1.0	3.0	3.0	2.0
						B2J	Admin Services Mgr II	0.0	1.0	1.0	1.0
						B2K	Admin Serv Mgr III	1.0	1.0	1.0	0.0
						B2N	Admin Support Officer III	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	5.0	4.0	5.0	0.0
						B3P	Program Mgr I	1.0	1.0	1.0	0.0
						B5A	Asset & Econ Dev Director	1.0	1.0	1.0	0.0
						B73	Mgr Integrated Pest Mgmt	1.0	1.0	1.0	0.0
						B76	Sr Accountant	1.0	2.0	2.0	1.0
						B77	Accountant III	2.0	3.0	3.0	1.0
						B78	Accountant II	1.0	1.0	1.0	0.0
						B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0
						B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2017 Positions		FY 2018	Amount
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved	Change	from 2017
Job Class Code and Title							
	C08	Sr Executive Assistant	5.0	6.0	6.0	1.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	C6A	Prin Budgt & Publ Pol Ana-U	3.0	3.0	3.0	0.0	
	C98	Public Communication Spec	2.0	2.0	2.0	0.0	
	D09	Office Specialist III	2.0	3.0	3.0	1.0	
	D96	Accountant Assistant	2.0	0.0	0.0	-2.0	
	D97	Account Clerk II	0.0	1.0	1.0	1.0	
	E23	Public/Risk Communication Offc	2.0	2.0	2.0	0.0	
	J45	Graphic Designer II	1.0	1.0	1.0	0.0	
	N08	Asset Development Manager	1.0	1.0	1.0	0.0	
	Q07	Program Mgr II-U	0.0	2.0	2.0	2.0	
	Q19	Legislative Representative-U	1.0	1.0	1.0	0.0	
	W1W	Mgmt Aide-U	0.0	1.0	1.0	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	
1126	Equal Opportunity - Fund 0001						
	A47	Dir Equal Oppty & Employee Dev	1.0	1.0	1.0	0.0	
	B24	Equal Opportunity Assistant	1.0	1.0	1.0	0.0	
	B32	Coord Of Programs For Disabled	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	0.0	0.0	1.0	1.0	
	B3P	Program Mgr I	0.0	0.0	1.0	1.0	
	C11	Equal Opportunity Officer	6.0	6.0	10.0	4.0	
	C29	Exec Assistant I	1.0	0.0	0.0	-1.0	
	X12	Office Specialist III-ACE	0.0	0.0	1.0	1.0	
	X17	Exec Assistant I-ACE	0.0	1.0	1.0	1.0	
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	
	W1N	Sr Mgmt Analyst-U	1.0	1.0	1.0	0.0	
1144	Employee Wellness Fund 0001						
	B5X	Health Care Program Analyst II	0.0	0.0	1.0	1.0	
	C82	Sr Health Care Program Mgr	0.0	0.0	1.0	1.0	
	J26	Health Education Specialist	0.0	0.0	3.0	3.0	
	J45	Graphic Designer II	0.0	0.0	1.0	1.0	
1163	Learning & Employee Development - Fund 0001						
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B23	Sr Training & Staff Developmnt	3.0	3.0	3.0	0.0	
	B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0	
	B2F	Assoc Trng & Staff Dev Spec II	0.0	1.0	1.0	1.0	
	B2X	Assoc Trng & Staff Dev Spec I	2.0	1.0	1.0	-1.0	
	B3P	Program Mgr I	0.0	0.0	1.0	1.0	
	B7K	Mgr Training And Staff Dev	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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		D09	Office Specialist III	2.0	2.0	2.0	0.0				
		W1P	Mgmt Analyst-U	1.0	0.0	0.0	-1.0				
		W1W	Mgmt Aide-U	0.0	1.0	1.0	1.0				
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
1220	Budget And Analysis Fund 0001										
		A2B	County Budget Director	1.0	1.0	1.0	0.0				
		C63	Prin Bdgdt & Public Policy Ana	5.0	6.0	6.0	1.0				
		C64	Budget & Public Policy Analyst	9.0	8.0	8.0	-1.0				
		C8D	Prinpl Fin and Economic Analyst	0.0	1.0	2.0	2.0				
		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	1.0	1.0	2.0	1.0				
		C60	Admin Assistant	0.0	0.0	1.0	1.0				
		C98	Public Communication Spec	0.0	0.0	1.0	1.0				
		E07	Community Worker	0.0	0.0	1.0	1.0				
		J45	Graphic Designer II	0.0	0.0	1.0	1.0				
		P7E	Sr Research & Evaluation Specialist	0.0	0.0	1.0	1.0				
1330	Veterans' Services - Fund 0001										
		B1P	Mgmt Analyst	0.0	0.0	1.0	1.0				
		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				
		D51	Office Specialist I	0.0	0.0	2.0	2.0				
		X71	Veteran Services Rep II	4.0	4.0	7.0	3.0				
		X72	Veteran Services Rep I	1.0	1.0	1.0	0.0				
1331	The Office of LGBTQ Affairs - Fund 0001										
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		C98	Public Communication Spec	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	1.0	1.0	-1.0				
		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				
		B78	Accountant II	0.0	1.0	1.0	1.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		D9C	Accountant Assistant-ACE	1.0	0.0	0.0	-1.0				
		E23	Public/Risk Communication Offc	1.0	1.0	1.0	0.0				
2532	Office of Sustainability - Fund 0001										
		A5T	Dir, Office of Sustainability	0.0	1.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0				
		B1P	Mgmt Analyst	2.0	2.0	2.0	0.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2017 Positions		FY 2018	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2017
				Approved	Adjusted	Recommended	Approved
		K4A	Mgr, Office of Sustainability	1.0	1.0	1.0	0.0
2533	Immigrant Relation&Integration Svc-Fund 0001	B14	Human Relations Coord III	1.0	0.0	0.0	-1.0
		C60	Admin Assistant	0.0	1.0	1.0	1.0
		H95	Immigrant Services Coor	1.0	2.0	2.0	1.0
		K4B	Manager, Office of IM Relation	1.0	1.0	1.0	0.0
		W1T	Assoc Mgmt Analyst A -U	1.0	1.0	1.0	0.0
2535	AB109-Resource Services - Fund 0001	A9J	Dir, Office of Reentry Svs	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	2.0	2.0	-1.0
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0
		B3N	Program Mgr II	2.0	1.0	1.0	-1.0
		B3P	Program Mgr I	0.0	1.0	1.0	1.0
		C98	Public Communication Spec	1.0	1.0	1.0	0.0
		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	B1P	Mgmt Analyst	0.5	0.5	0.5	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
5700	Human Relations Fund 0001	B14	Human Relations Coord III	5.0	5.0	5.0	0.0
		B16	Human Relations Coord II	1.0	1.0	1.0	0.0
		B17	Human Relations Mgr	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
		B4P	Ombudsperson Prg Coordinator	1.0	1.0	1.0	0.0
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
<b>Total - County Executive</b>				158.5	173.5	203.5	45.0

### 0108 Risk Management

1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	V46	Environmental Hl Sfty Comp Spc	1.0	1.0	1.0	0.0
		V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
		X4A	Principal Sfty & En Compl Spec	2.0	2.0	2.0	0.0
		X88	Occ Sfty Envir Compl Mgr	1.0	1.0	1.0	0.0
1147	Workers' Compensation-Fund 0078	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
		B3P	Program Mgr I	1.0	1.0	1.0	0.0
		H11	Workers Comp Program Mgr	3.0	3.0	3.0	0.0
		V01	Workers' Compensation Director	1.0	1.0	1.0	0.0
		V91	Workers Comp Claims Adj III	14.0	14.0	14.0	0.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount
						Approved	Adjusted	Recommended	Change
		Job Class Code and Title							from 2017
						Approved	Adjusted	Recommended	Approved
		V93	Workers Comp Claims Adj II	1.0	1.0	1.0		1.0	0.0
		V95	Claims Technician	7.0	7.0	7.0		7.0	0.0
		X12	Office Specialist III-ACE	5.0	5.0	5.0		5.0	0.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0		1.0	0.0
1149	Risk Mgt Admin Fund 0001								
		A1N	Dir Risk Management	0.0	0.0	1.0		1.0	1.0
		B2Z	Admin Support Officer III-ACE	0.0	0.0	1.0		1.0	1.0
		B7A	Accountant III-ACE	0.0	0.0	2.0		2.0	2.0
		D9C	Accountant Assistant-ACE	0.0	0.0	1.0		1.0	1.0
2310	Liability/Property Insur. Claims - Fund 0075								
		B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0		1.0	0.0
		B33	Claims Mgr	1.0	1.0	0.0		0.0	-1.0
		B49	Insurance Technical Manager	1.0	1.0	1.0		1.0	0.0
		B93	Liability Claims Adjuster III	3.0	4.0	2.0		2.0	-1.0
		B94	Liability Claims Adjuster II	1.0	0.0	0.0		0.0	-1.0
		C60	Admin Assistant	1.0	1.0	0.0		0.0	-1.0
		D09	Office Specialist III	1.0	0.0	0.0		0.0	-1.0
		V72	Sr Loss Prevention Spec	1.0	1.0	1.0		1.0	0.0
		X12	Office Specialist III-ACE	0.0	1.0	1.0		1.0	1.0
<b>Total - Risk Management</b>				50.0	50.0	51.0		51.0	1.0
<b>0113</b>	<b>Local Agency Formation Comm-LAFCO</b>								
1114	Local Agency Formation Comm Fund 0019								
		D4F	LAFCO Analyst	1.0	2.0	2.0		2.0	1.0
		D5F	LAFCO Office Specialist	1.0	1.0	1.0		1.0	0.0
		D6F	LAFCO Executive Officer	1.0	1.0	1.0		1.0	0.0
<b>Total - Local Agency Formation Comm-LAFCO</b>				3.0	4.0	4.0		4.0	1.0
<b>0168</b>	<b>Office of Supportive Housing</b>								
1421	Non-MHSA Housing Support - Fund 0001								
		A2J	Director of Homeless Systems	1.0	1.0	1.0		1.0	0.0
		A2K	Homeless And Hsing Concerns Co	2.0	2.0	2.0		2.0	0.0
		A44	Dir Office Of Supportive Housing	1.0	1.0	1.0		1.0	0.0
		A6A	Sr Financial Analyst	1.0	1.0	1.0		1.0	0.0
		B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0		1.0	0.0
		B1N	Sr Mgmt Analyst	2.0	3.0	3.0		3.0	1.0
		B1P	Mgmt Analyst	1.0	0.0	0.0		0.0	-1.0
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0		1.0	0.0
		B2L	Admin Services Mgr I	1.0	1.0	1.0		1.0	0.0
		B3N	Program Mgr II	1.0	1.0	1.0		1.0	0.0
		B3P	Program Mgr I	2.0	2.0	2.0		2.0	0.0
		C60	Admin Assistant	1.0	1.0	1.0		1.0	0.0
		P67	Rehabilitation Counselor	1.0	1.0	1.0		1.0	0.0
1170	OAH Admin Fund 0001								
		B1N	Sr Mgmt Analyst	2.0	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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		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 Supportive Housing</b>								<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0</b>
<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					1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0
		C29	Exec Assistant I					1.0	1.0	1.0	0.0
		D09	Office Specialist III					1.0	1.0	1.0	0.0
		D98	Account Clerk I					1.0	1.0	1.0	0.0
		E87	Sr Account Clerk					1.0	1.0	1.0	0.0
		W51	Confidential Secretary - U					1.0	1.0	1.0	0.0
1151	Assessor-Standards Fund 0001										
		C42	Chief Assessment Standards Sv					1.0	1.0	1.0	0.0
		C80	Supv Appraisal Data Coord					1.0	1.0	1.0	0.0
		D82	Appraisal Data Coordinator					4.0	4.0	4.0	0.0
		D83	Sr Assessment Clerk					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					4.0	4.0	4.0	0.0
		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	2.0	2.0	-1.0
		D83	Sr Assessment Clerk					6.0	8.0	8.0	2.0
		D86	Supv Assessment Clerk					2.0	2.0	2.0	0.0
		D88	Assessment Clerk					4.0	2.0	2.0	-2.0
		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	3.0	1.0	-3.0
		K49	Cadastral Mapping Tech I					0.0	1.0	1.0	1.0
		K79	GIS Technician II					0.0	0.0	2.0	2.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2017 Positions		FY 2018	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2017
				Approved	Adjusted	Recommended	Approved
		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	8.0	8.0	1.0
		C46	Asst Chief Appraiser	1.0	1.0	1.0	0.0
		C47	Sr Appraiser	36.0	35.0	35.0	-1.0
		C50	Appraiser II	31.0	27.0	27.0	-4.0
		C51	Appraiser I	0.0	4.0	4.0	4.0
		C52	Appraisal Aide	4.0	4.0	4.0	0.0
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
		D09	Office Specialist III	0.0	1.0	1.0	1.0
		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	4.0	5.0	0.0
		T40	Appraiser III	8.0	8.0	8.0	0.0
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0
1155	Personal Property Fund 0001						
		B79	Auditor-Appraiser	14.0	13.0	13.0	-1.0
		B80	Accountant Auditor Appraiser	3.0	3.0	3.0	0.0
		C52	Appraisal Aide	2.0	2.0	2.0	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	23.0	23.0	1.0
		D09	Office Specialist III	2.0	2.0	2.0	0.0
		D34	Supv Clerk	1.0	1.0	1.0	0.0
		D49	Office Specialist II	3.0	3.0	3.0	0.0
		D82	Appraisal Data Coordinator	1.0	1.0	1.0	0.0
		D88	Assessment Clerk	6.0	7.0	8.0	2.0
		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	2.0	2.0	-1.0
		G07	Sr Programming Analyst	0.0	4.0	4.0	4.0
		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	3.0	3.0	-5.0
		G26	Sr Systems Software Engineer	0.0	1.0	1.0	1.0
		G28	Info Systems Analyst II	0.0	1.0	1.0	1.0
		G29	Info Systems Analyst I	1.0	1.0	1.0	0.0
		G3A	Sr Info Technology Project Mgr	1.0	1.0	1.0	0.0
1157	State/Co Prop Tax Admin Prg Fund 0001						
		D49	Office Specialist II	1.0	1.0	1.0	0.0
		G05	Asst Supv Program Analyst	0.0	3.0	3.0	3.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
				G07	Sr Programming Analyst	2.0	5.0	5.0		5.0	3.0
				G11	Information Systems Mgr III	1.0	0.0	0.0		0.0	-1.0
				G12	Information Systems Mgr II	4.0	2.0	2.0		2.0	-2.0
				G14	Information Systems Mgr I	7.0	3.0	3.0		3.0	-4.0
				G49	IT Planner/Architect	0.0	1.0	1.0		1.0	1.0
				G5D	Information Tech Proj Mgr	2.0	2.0	2.0		2.0	0.0
1172	SCAPP General - Fund 0001			B1P	Mgmt Analyst	1.0	1.0	1.0		1.0	0.0
				C47	Sr Appraiser	6.0	6.0	6.0		6.0	0.0
				G28	Info Systems Analyst II	1.0	1.0	1.0		1.0	0.0
				G5E	Software Engineer IV	1.0	1.0	1.0		1.0	0.0
<b>Total - Assessor</b>						282.0	282.0	284.0		284.0	2.0

### 0118 Procurement

2300	Procurement Dept Fund 0001			A25	Dir of Procurement	1.0	1.0	1.0		1.0	0.0
				A4W	Deputy Director of Procurement	1.0	1.0	1.0		1.0	0.0
				B1N	Sr Mgmt Analyst	2.0	2.0	2.0		2.0	0.0
				B1P	Mgmt Analyst	0.0	1.0	1.0		1.0	1.0
				B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0		0.0	-1.0
				B1W	Mgmt Aide	1.0	1.0	1.0		1.0	0.0
				B2J	Admin Services Mgr II	1.0	1.0	1.0		1.0	0.0
				B3N	Program Mgr II	2.0	2.0	2.0		2.0	0.0
				C31	Buyer III	10.0	12.0	12.0		12.0	2.0
				C32	Buyer II	6.0	4.0	4.0		4.0	-2.0
				C35	Buyer Assistant	3.0	3.0	3.0		3.0	0.0
				D49	Office Specialist II	1.0	1.0	1.0		1.0	0.0
				G11	Information Systems Mgr III	1.0	1.0	1.0		1.0	0.0
				G12	Information Systems Mgr II	2.0	3.0	3.0		3.0	1.0
				G14	Information Systems Mgr I	3.0	2.0	2.0		2.0	-1.0
				G1P	Business Info Tech Consultant	0.0	1.0	1.0		1.0	1.0
				G1Q	Business IT Consultant-U	0.0	5.0	5.0		5.0	5.0
				G28	Info Systems Analyst II	1.0	1.0	1.0		1.0	0.0
				G2P	Procurement Systems Manager	1.0	1.0	1.0		1.0	0.0
				G76	Sr Warehouse Materials Handler	1.0	1.0	1.0		1.0	0.0
				G85	Sr Business Info Tech Consult	1.0	0.0	0.0		0.0	-1.0
				P07	Procurement Manager	8.0	8.0	8.0		8.0	0.0
				P09	Procurement Contracts Spclst	18.0	18.0	18.0		18.0	0.0
				Q70	Sr Business IT Consultant-U	0.0	3.0	3.0		3.0	3.0
				X15	Exec Assistant II-ACE	1.0	1.0	1.0		1.0	0.0
<b>Total - Procurement</b>						66.0	74.0	74.0		74.0	8.0

### 0120 County Counsel

1110	Counsel Indigent Defense Fund 0001			A9C	Dir, Ind Def Counsel Office	1.0	1.0	1.0		1.0	0.0
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## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D66	Legal Secretary II	1.0	1.0	1.0	0.0				
	D96	Accountant Assistant	1.0	1.0	1.0	0.0				
	U27	Attorney IV-County Counsel	2.0	2.0	2.0	0.0				
	V73	Sr Paralegal	0.0	1.0	1.0	1.0				
	V74	Paralegal	1.0	0.0	0.0	-1.0				
1120	County Counsel Admin Fund 0001									
	A62	County Counsel-U	1.0	1.0	1.0	0.0				
	A79	Asst County Counsel	3.0	4.0	4.0	1.0				
	A7D	Asst County Counsel - U	0.0	1.0	1.0	1.0				
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
	B2K	Admin Serv Mgr III	1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer Ii	0.0	1.0	1.0	1.0				
	B2R	Admin Support Officer I	1.0	0.0	0.0	-1.0				
	B33	Claims Mgr	0.0	0.0	1.0	1.0				
	B93	Liability Claims Adjuster III	0.0	0.0	2.0	2.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	0.0	0.0	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				
	D64	Supv Legal Secretary I	2.0	2.0	2.0	0.0				
	D66	Legal Secretary II	8.5	6.5	8.0	-0.5				
	D70	Legal Secretary I	0.0	1.0	1.0	1.0				
	D74	Legal Secretary Trainee	0.0	1.0	1.0	1.0				
	D7D	Legal Secretary II-ACE	6.0	6.0	6.0	0.0				
	D96	Accountant Assistant	2.0	2.0	2.0	0.0				
	F14	Legal Clerk	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				
	G50	Info Systems Tech II	1.0	1.0	1.0	0.0				
	Q82	Attorney I-County Counsel-U	2.0	2.0	2.0	0.0				
	U27	Attorney IV-County Counsel	43.5	45.5	47.5	4.0				
	U28	Attorney III-County Counsel	2.0	3.0	3.0	1.0				
	U31	Attorney II-County Counsel	2.0	1.0	1.0	-1.0				
	U39	Special Asst County Counsel-U	1.0	0.0	0.0	-1.0				
	V73	Sr Paralegal	14.0	12.0	12.0	-2.0				
	V74	Paralegal	1.0	3.0	3.0	2.0				
	V82	Supv Paralegal	1.0	1.0	1.0	0.0				
	W30	Mgmt Anal Prog Mgr III-U	0.0	1.0	1.0	1.0				
	W51	Confidential Secretary - U	1.0	1.0	1.0	0.0				
1121	Julian Street Office Fund 0001									
	D09	Office Specialist III	5.0	5.0	5.0	0.0				
	D49	Office Specialist II	1.0	1.0	1.0	0.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		D66	Legal Secretary II	8.0	7.0	7.0	-1.0				
		D70	Legal Secretary I	0.0	1.0	1.0	1.0				
		D74	Legal Secretary Trainee	1.0	1.0	1.0	0.0				
		U27	Attorney IV-County Counsel	17.0	19.0	19.0	2.0				
		U28	Attorney III-County Counsel	1.0	2.0	2.0	1.0				
		U31	Attorney II-County Counsel	2.0	0.0	0.0	-2.0				
		V73	Sr Paralegal	11.0	11.0	11.0	0.0				
		V82	Supv Paralegal	2.0	2.0	2.0	0.0				
<b>Total - County Counsel</b>				157.0	162.0	169.5	12.5				
<b>0140</b>	<b>Registrar of Voters</b>										
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	0.0	0.0	-1.0				
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0				
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
		B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0				
		B2L	Admin Services Mgr I	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	1.0	1.0	1.0	0.0				
		C98	Public Communication Spec	1.0	1.0	2.0	1.0				
		D09	Office Specialist III	3.0	3.0	8.5	5.5				
		D96	Accountant Assistant	1.0	1.0	1.5	0.5				
		G63	Election Process Supv II	3.0	3.0	4.0	1.0				
		G71	Precinct Planning Specialist	1.0	1.0	2.0	1.0				
		G77	Warehouse Materials Handler	0.0	0.0	3.5	3.5				
		G7D	Election Systems Technician II	3.0	1.0	1.0	-2.0				
		G7E	Election Systems Technician I	0.0	2.0	2.0	2.0				
		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	20.0	20.0	22.0	2.0				
		K80	GIS Technician I	0.0	0.0	0.5	0.5				
		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				
5615	Electronic Voting Sys Fund 0001										
		G63	Election Process Supv II	0.0	0.0	1.0	1.0				
		G7D	Election Systems Technician II	2.0	1.0	1.0	-1.0				
		G7E	Election Systems Technician I	1.0	2.0	2.0	1.0				
		G97	Election Specialist	3.0	3.0	3.0	0.0				
<b>Total - Registrar of Voters</b>				64.0	64.0	81.0	17.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount
								Approved	Adjusted	Change
								Recommended	Approved	from 2017
<b>0145</b>	<b>Information Services</b>									
014501	Information Services Fund 0001									
	B2M	Sr Data Base Administrator	1.0	0.0	0.0	-1.0				
	B2U	Data Base Administrator	0.0	1.0	0.0	0.0				
	G26	Sr Systems Software Engineer	1.0	1.0	0.0	-1.0				
	G3A	Sr Info Technology Project Mgr	1.0	1.0	0.0	-1.0				
	G5F	Software Engineer III	1.0	1.0	0.0	-1.0				
	G85	Sr Business Info Tech Consult	1.0	1.0	0.0	-1.0				
	Q70	Sr Business IT Consultant-U	0.0	4.0	4.0	4.0				
	W1R	Assoc Mgmt Analyst B-U	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				
	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				
	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				
	A5S	Chief Enterprise Architect	0.0	1.0	1.0	1.0				
	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	1.0	1.0	1.0	0.0				
	B1J	Mgmt Anal Prog Mgr II	2.0	2.0	2.0	0.0				
	B1N	Sr Mgmt Analyst	3.0	3.0	4.0	1.0				
	B1P	Mgmt Analyst	1.0	1.0	2.0	1.0				
	B1R	Assoc Mgmt Analyst B	4.0	4.0	4.0	0.0				
	B1T	Assoc Mgmt Analyst A	0.0	0.0	2.0	2.0				
	B1W	Mgmt Aide	1.0	2.0	2.0	1.0				
	B2M	Sr Data Base Administrator	7.0	3.0	3.0	-4.0				
	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				
	B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0				
	B2U	Data Base Administrator	0.0	3.0	4.0	4.0				
	B3N	Program Mgr II	1.0	1.0	1.0	0.0				
	B3U	Data Base Administrator-U	5.0	1.0	1.0	-4.0				
	B76	Sr Accountant	1.0	1.0	1.0	0.0				
	B77	Accountant III	2.0	1.0	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				
	B9Z	Training & Staff Dev Spec-U	0.0	1.0	0.0	0.0				
	D09	Office Specialist III	2.0	2.0	2.0	0.0				
	D61	Sr DP Equipment Operator	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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		D96	Accountant Assistant					2.0	3.0	3.0	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
		F68	Enterprise ITPS Manager					3.0	3.0	3.0	0.0
		G02	Asst Tech Planning & Ctl Mgr					1.0	1.0	1.0	0.0
		G04	Systems & Program Mgr					2.0	2.0	2.0	0.0
		G05	Asst Supv Program Analyst					6.0	6.0	6.0	0.0
		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					2.0	3.0	3.0	1.0
		G12	Information Systems Mgr II					6.0	6.0	6.0	0.0
		G14	Information Systems Mgr I					3.0	6.0	6.0	3.0
		G1P	Business Info Tech Consultant					6.0	8.0	8.0	2.0
		G1Q	Business IT Consultant-U					1.0	1.0	0.0	-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					16.0	15.0	18.0	2.0
		G28	Info Systems Analyst II					18.0	14.0	14.0	-4.0
		G29	Info Systems Analyst I					3.0	8.0	8.0	5.0
		G2C	Sr Systems Software Engineer-U					1.0	2.0	2.0	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					5.0	12.0	13.0	8.0
		G3C	Sr Info Technology Proj Mgr-U					1.0	1.0	1.0	0.0
		G3D	Info Security Risk Analyst					3.0	3.0	3.0	0.0
		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					6.0	6.0	6.0	0.0
		G49	IT Planner/Architect					12.0	12.0	12.0	0.0
		G4E	Information Security Engineer					4.0	4.0	4.0	0.0
		G4M	Web Technician					2.0	4.0	4.0	2.0
		G4N	Web Designer					4.0	4.0	5.0	1.0
		G4R	IT Change and Release Manager					1.0	0.0	0.0	-1.0
		G50	Info Systems Tech II					8.0	12.0	12.0	4.0
		G5D	Information Tech Proj Mgr					1.0	3.0	3.0	2.0
		G5E	Software Engineer IV					15.0	15.0	15.0	0.0
		G5F	Software Engineer III					32.0	23.0	24.0	-8.0
		G5G	Software Engineer II					0.0	4.0	4.0	4.0
		G5H	Software Engineer I					1.0	3.0	3.0	2.0
		G5J	Information Tech Proj Mgr-U					2.0	1.0	0.0	-2.0
		G5M	Software Engineer II-U					2.0	1.0	0.0	-2.0
		G5N	Software Engineer I-U					1.0	1.0	0.0	-1.0
		G60	Network Engineer Associate					1.0	0.0	0.0	-1.0
		G6T	Systems Software Engineer II					5.0	8.0	8.0	3.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount
						Approved	Adjusted	Recommended	Change
		Job Class Code and Title							from 2017
						Approved	Adjusted	Recommended	Approved
		G6U	Systems Software Engineer II-U			2.0	0.0	0.0	-2.0
		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			25.0	19.0	20.0	-5.0
		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			5.0	5.0	5.0	0.0
		K3A	Local Area Ntwk Analyst II-U			1.0	0.0	0.0	-1.0
		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	0.0	-1.0
		Q4M	Web Technician-U			5.0	7.0	5.0	0.0
		Q70	Sr Business IT Consultant-U			3.0	6.0	5.0	2.0
		Q9I	Sr Programming Analyst - U			0.0	1.0	1.0	1.0
		U02	Info Systems Tech II-U			1.0	2.0	2.0	1.0
		U03	Info Systems Tech I-U			0.0	2.0	1.0	1.0
		V65	SSA Applctn Dec Supp Mgr			1.0	1.0	1.0	0.0
		W1N	Sr Mgmt Analyst-U			2.0	2.0	2.0	0.0
		W1R	Assoc Mgmt Analyst B-U			2.0	2.0	2.0	0.0
		W20	SSA Info Technology Spec			1.0	1.0	1.0	0.0
		W23	Info Systems Analyst II-U			2.0	1.0	1.0	-1.0
		W24	Info Systems Analyst I-U			4.0	5.0	0.0	-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>343.0</b>	<b>363.0</b>	<b>356.0</b>	<b>13.0</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.			1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst			1.0	1.0	2.0	1.0
		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



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change
								Approved	Adjusted	Recommended	from 2017
											Approved
		B76	Sr Accountant					1.0	1.0	1.0	0.0
		B78	Accountant II					0.0	0.0	1.0	1.0
		C60	Admin Assistant					1.0	1.0	1.0	0.0
		D09	Office Specialist III					1.0	1.0	3.0	2.0
		G87	Chief Communications Disp					2.0	2.0	2.0	0.0
		G91	Supv Communications Dispatcher					8.0	8.0	8.0	0.0
		G92	Sr Communications Dispatcher					10.0	10.0	8.0	-2.0
		G93	Communications Dispatcher II					25.0	19.0	19.0	-6.0
		G94	Communications Dispatcher I					9.0	15.0	23.0	14.0
		G9A	Communications Dispatcher III					50.0	50.0	50.0	0.0
		X15	Exec Assistant II-ACE					0.0	1.0	1.0	1.0
		X17	Exec Assistant I-ACE					1.0	0.0	0.0	-1.0
019002	Communications Tech Svcs Div Fund 0001										
		B2P	Admin Support Officer Ii					1.0	1.0	1.0	0.0
		D97	Account Clerk II					1.0	1.0	1.0	0.0
		G38	Info Systems Tech III					1.0	1.0	1.0	0.0
		K02	Communications Engineering Mgr					1.0	1.0	1.0	0.0
		K05	Communications Engineer					2.0	2.0	2.0	0.0
		K20	Sr Communication Systems Tech					1.0	1.0	1.0	0.0
		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>								126.0	126.0	136.0	10.0
<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	2.0	2.0	1.0
		B1P	Mgmt Analyst					2.0	1.0	1.0	-1.0
		B1R	Assoc Mgmt Analyst B					1.0	1.0	1.0	0.0
		B2J	Admin Services Mgr II					1.0	1.0	1.0	0.0
		B2N	Admin Support Officer III					1.0	1.0	1.0	0.0
		B76	Sr Accountant					2.0	2.0	2.0	0.0
		B77	Accountant III					0.0	0.0	1.0	1.0
		B78	Accountant II					1.0	1.0	1.0	0.0
		B80	Accountant Auditor Appraiser					1.0	1.0	1.0	0.0
		B96	Dept Fiscal Officer					1.0	1.0	1.0	0.0
		C29	Exec Assistant I					0.0	0.0	1.0	1.0
		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



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X4A Principal Sfty & En Compl Spec	1.0	1.0	1.0	0.0	
	Y5B Chief of Facilities Plng Svcs	0.0	1.0	1.0	1.0	
026302	Capital Programs Division					
	B1P Mgmt Analyst	0.0	0.0	1.0	1.0	
	B2P Admin Support Officer Ii	1.0	1.0	1.0	0.0	
	C12 Dep Dir FAF, Capitol Programs	2.0	2.0	2.0	0.0	
	C29 Exec Assistant I	0.0	0.0	1.0	1.0	
	D09 Office Specialist III	0.0	0.0	1.0	1.0	
	L21 Chief of Construction Srv	1.0	1.0	3.0	2.0	
	L22 Chief of Design Services	1.0	1.0	1.0	0.0	
	L67 Capital Projects Mgr III	10.0	12.0	12.0	2.0	
	L68 Capital Projects Mgr II	3.0	0.0	0.0	-3.0	
	L69 Capital Projects Mgr I	0.0	1.0	1.0	1.0	
	L6B Capital Projects Mgr III - U	1.0	2.0	0.0	-1.0	
	L6C Capital Projects Mgr II - U	1.0	0.0	0.0	-1.0	
026303	Property Management Fund 0001					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	0.0	0.0	1.0	1.0	
	C72 Sr Real Estate Agent	2.0	2.0	2.0	0.0	
	C73 Assoc Real Estate Agent	2.0	1.0	1.0	-1.0	
	C74 Asst Real Estate Agent	0.0	1.0	1.0	1.0	
	L34 Sr Facilities Engineer	1.0	1.0	1.0	0.0	
	L84 Associate Planner	0.0	0.0	1.0	1.0	
	L85 Assistant Planner	0.0	0.0	1.0	1.0	
026304	Building Operations-Fund 0001					
	B13 Custodial Services 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	
	B5M Maintenance Project Manager	7.0	7.0	7.0	0.0	
	G28 Info Systems Analyst II	1.0	1.0	1.0	0.0	
	G38 Info Systems Tech III	1.0	1.0	1.0	0.0	
	G76 Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	H12 Janitor Supervisor	3.0	3.0	3.0	0.0	
	H17 Utility Worker	8.0	8.0	8.0	0.0	
	H18 Janitor	43.0	43.0	43.0	0.0	
	H28 Gardener	7.0	7.0	7.0	0.0	
	K94 Electronic Repair Technician	6.0	6.0	6.0	0.0	
	L18 Asst Civil Engineer	1.0	0.0	0.0	-1.0	
	L34 Sr Facilities Engineer	0.0	1.0	1.0	1.0	
	L68 Capital Projects Mgr II	1.0	1.0	1.0	0.0	



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		M05	Building Operations Supv	1.0	1.0	1.0	0.0				
		M10	Work Center Manager	6.0	6.0	6.0	0.0				
		M22	Facilities Materials Coordinator	2.0	2.0	2.0	0.0				
		M39	Dep Dir FAF, Building Ops	1.0	1.0	1.0	0.0				
		M45	Building Systems Monitor	2.0	2.0	2.0	0.0				
		M47	General Maint Mechanic II	16.0	16.0	16.0	0.0				
		M51	Carpenter	11.0	11.0	11.0	0.0				
		M56	General Maint Mechanic III	6.0	6.0	6.0	0.0				
		M59	Electrician	13.0	13.0	13.0	0.0				
		M63	Sr Electrician	0.0	1.0	1.0	1.0				
		M65	Elevator Mechanic	3.0	2.0	2.0	-1.0				
		M67	Asst Manager Building Ops	1.0	1.0	1.0	0.0				
		M68	Painter	5.0	5.0	5.0	0.0				
		M71	Roofer	4.0	4.0	4.0	0.0				
		M75	Plumber	12.0	12.0	12.0	0.0				
		M81	HVAC/R Mechanic	17.0	16.0	16.0	-1.0				
		M83	Locksmith	3.0	3.0	3.0	0.0				
		M92	Sr HVAC/R Mechanic	0.0	1.0	1.0	1.0				
		N06	Building Inspector	2.0	2.0	2.0	0.0				
		N31	Sr Construction Inspector	1.0	1.0	1.0	0.0				
<b>Total - Facilities Department</b>								247.0	248.0	256.0	9.0
<b>0135</b>	<b>Fleet Services</b>										
	2321	Fleet Operating Fund 0070									
		B1P	Mgmt Analyst	0.0	0.0	1.0	1.0				
		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 Instlr	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>								52.0	52.0	53.0	1.0
<b>0610</b>	<b>County Library Headquarters</b>										
	5556	Library Admin Fund 0025									
		A1Q	Financial & Adm Serv Mgr	1.0	1.0	1.0	0.0				





## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	A38	County Librarian	1.0	1.0	1.0	0.0				
	A6K	Dir of County Lib Comm and Mkt	0.0	1.0	1.0	1.0				
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer Ii	1.0	0.0	0.0	-1.0				
	B2R	Admin Support Officer I	0.0	1.0	1.0	1.0				
	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	1.5	1.5	-1.0				
	E28	Messenger Driver	1.0	1.0	1.0	0.0				
	E39	Sr Library Clerk	0.0	1.0	1.0	1.0				
	E40	Library Assistant II	2.5	3.0	3.0	0.5				
	E41	Library Assistant I	1.0	0.0	0.0	-1.0				
	E4H	Elec Resources Librarian I	0.0	1.0	1.0	1.0				
	E4J	Elec Resources Librarian II	1.0	0.0	0.0	-1.0				
	E4K	Manager, Virtual Library	1.0	0.0	0.0	-1.0				
	E54	Library Clerk II	1.5	1.5	1.5	0.0				
	E87	Sr Account Clerk	0.0	1.0	1.0	1.0				
	G77	Warehouse Materials Handler	2.0	2.0	2.0	0.0				
	G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
	G82	Stock Clerk	1.5	1.0	1.0	-0.5				
	H17	Utility Worker	0.0	0.5	0.5	0.5				
	H18	Janitor	1.3	1.3	1.3	0.0				
	J41	Library Services Manager	2.0	3.0	3.0	1.0				
	J45	Graphic Designer II	1.0	0.0	0.0	-1.0				
	J46	Graphic Designer I	0.0	1.0	1.0	1.0				
	J54	Deputy County Librarian	2.0	1.0	1.0	-1.0				
	J62	Supervising Librarian	1.0	1.0	1.0	0.0				
	J63	Librarian II	2.5	2.0	2.0	-0.5				
	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	1.5	1.5	1.5	0.0				
	E54	Library Clerk II	6.0	7.0	7.0	1.0				
	E55	Library Clerk I	1.0	0.0	0.0	-1.0				
	J55	Community 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	11.0	11.0	11.0	0.0				
	J64	Librarian I	1.0	0.0	0.0	-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				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change
						Approved	Adjusted	Recommended	Approved	from 2017	
						E40	Library Assistant II	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	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
						E40	Library Assistant II	0.0	0.5	0.5	0.5
						E54	Library Clerk II	5.5	6.0	6.0	0.5
						H18	Janitor	1.5	1.5	1.5	0.0
						J55	Community Librarian	1.0	1.0	1.0	0.0
						J59	Library Circulation Supv	1.0	1.0	1.0	0.0
						J62	Supervising Librarian	2.0	2.0	2.0	0.0
						J63	Librarian II	8.0	7.5	7.5	-0.5
						J64	Librarian I	0.0	0.5	0.5	0.5
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	2.5	2.5	-0.5
						E55	Library Clerk I	0.0	0.5	0.5	0.5
						H18	Janitor	1.5	1.5	1.5	0.0
						J55	Community 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	5.0	4.5	4.5	-0.5
5571	Milpitas Comm Library Fund	0025									
						E16	Library Page	4.5	4.5	4.5	0.0
						E39	Sr Library Clerk	3.0	2.0	2.0	-1.0
						E40	Library Assistant II	1.0	2.0	2.0	1.0
						E54	Library Clerk II	6.5	7.0	7.0	0.5
						E55	Library Clerk I	0.0	0.5	0.5	0.5
						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	8.0	8.0	1.0
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	3.0	3.0	1.5



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount
						Approved	Adjusted	Recommended	Change
		Job Class Code and Title							from 2017
						Approved	Adjusted	Recommended	Approved
		E55	Library Clerk I	1.0	0.0	0.0			-1.0
		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	3.0	3.0			-0.5
		J64	Librarian I	0.0	0.5	0.5			0.5
5577	Gilroy Library Fund 0025								
		E16	Library Page	2.0	2.0	2.0			0.0
		E39	Sr Library Clerk	1.0	1.0	1.0			0.0
		E41	Library Assistant I	0.5	0.5	0.5			0.0
		E54	Library Clerk II	3.0	3.5	3.5			0.5
		E55	Library Clerk I	0.5	0.0	0.0			-0.5
		H18	Janitor	1.0	1.0	1.0			0.0
		J55	Community Librarian	1.0	1.0	1.0			0.0
		J59	Library Circulation Supv	1.0	1.0	1.0			0.0
		J62	Supervising Librarian	2.0	2.0	2.0			0.0
		J63	Librarian II	3.5	3.0	3.0			-0.5
		J64	Librarian I	0.0	0.5	0.5			0.5
5585	Technical Svcs Fund 0025								
		D09	Office Specialist III	3.0	3.0	3.0			0.0
		E24	Library Technician	6.0	6.0	6.0			0.0
		E39	Sr Library Clerk	2.0	2.0	2.0			0.0
		E40	Library Assistant II	2.5	2.5	2.5			0.0
		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
		G38	Info Systems Tech III	1.0	1.0	1.0			0.0
		G50	Info Systems Tech II	2.0	2.0	2.0			0.0
		J5A	Circulation Systems Supervisor	1.0	1.0	1.0			0.0
		J62	Supervising Librarian	1.0	1.0	1.0			0.0
		J63	Librarian II	2.5	3.5	3.5			1.0
		J64	Librarian I	0.0	0.5	0.5			0.5
5586	Literacy Program Fund 0025								
		J4A	Literacy Program Specialist	2.5	2.5	2.5			0.0
<b>Total - County Library Headquarters</b>				<b>218.8</b>	<b>222.3</b>	<b>222.3</b>			<b>3.5</b>

### Employee Services Agency

#### 0130 Employee Services Agency

1116	Human Resources -SSA - Fund 0001								
		B1C	Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0			0.0
		B1E	Sr Mgmt Analyst-ACE	1.0	0.0	0.0			-1.0
		B3P	Program Mgr I	1.0	1.0	0.0			-1.0
		C11	Equal Opportunity Officer	1.0	1.0	0.0			-1.0



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	D09	Office Specialist III	2.0	0.0	1.0	-1.0				
	D5D	Human Resources Asst II	8.0	9.0	9.0	1.0				
	D67	Human Resources Support Sup	1.0	1.0	2.0	1.0				
	D6D	Human Resources Asst I	2.0	1.0	1.0	-1.0				
	H14	Human Resources Manager	1.0	1.0	1.0	0.0				
	H15	Sr Human Resources Analyst	1.0	1.0	1.0	0.0				
	H16	Human Resources Analyst	3.0	3.0	4.0	1.0				
	X12	Office Specialist III-ACE	2.0	4.0	3.0	1.0				
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
1128	HR Department - HHS - F0001									
	B1B	Assoc Mgmt Analyst A-ACE	0.0	2.0	2.0	2.0				
	B1C	Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0	0.0				
	C11	Equal Opportunity Officer	2.0	3.0	0.0	-2.0				
	C7A	Office Mgmt Coord-ACE	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	1.0	1.0	2.0	1.0				
	D49	Office Specialist II	3.0	3.0	3.0	0.0				
	D5D	Human Resources Asst II	19.0	20.0	22.0	3.0				
	D67	Human Resources Support Sup	2.0	2.0	2.0	0.0				
	D6D	Human Resources Asst I	1.0	0.0	0.0	-1.0				
	H14	Human Resources Manager	1.0	1.0	1.0	0.0				
	H15	Sr Human Resources Analyst	2.0	2.0	2.0	0.0				
	H16	Human Resources Analyst	9.0	6.0	6.0	-3.0				
	S80	Admin Nurse II	1.0	1.0	1.0	0.0				
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
1140	Labor Relation-Fund 0001									
	A37	Labor Relations Director	1.0	1.0	1.0	0.0				
	B1D	Mgmt Analyst-ACE	0.0	1.0	1.0	1.0				
	B1E	Sr Mgmt Analyst-ACE	1.0	0.0	0.0	-1.0				
	C17	Principal Labor Relations Rep	1.0	2.0	3.0	2.0				
	C18	Labor Relations Rep	9.0	8.0	12.0	3.0				
	D09	Office Specialist III	0.0	0.0	1.0	1.0				
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
1141	Agency Administration - Fund 0001									
	A10	Deputy County Executive	1.0	1.0	1.0	0.0				
	A1N	Dir Risk Management	1.0	1.0	0.0	-1.0				
	A1Q	Financial & Adm Serv Mgr	1.0	1.0	1.0	0.0				
	A6L	Dep Dir, Employee Svcs Agency	0.0	1.0	1.0	1.0				
	A81	Admin Exec Recruitment Serv	1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst	1.0	1.0	2.0	1.0				
	B2Z	Admin Support Officer III-ACE	1.0	1.0	0.0	-1.0				
	B3N	Program Mgr II	0.0	1.0	1.0	1.0				
	B77	Accountant III	0.0	1.0	1.0	1.0				
	B7A	Accountant III-ACE	1.0	2.0	0.0	-1.0				
	B7B	Accountant II-ACE	1.0	0.0	0.0	-1.0				
	B7C	Sr Accountant-ACE	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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0	1.0	1.0		
		B8A	Accountant Auditor Appr-ACE	1.0	1.0	1.0	1.0	1.0	0.0		
		B9A	Dept Fiscal Officer-ACE	1.0	0.0	0.0	0.0	0.0	-1.0		
		B9H	Sr Dept. Fiscal Officer-Confid Adm	0.0	1.0	1.0	1.0	1.0	1.0		
		C08	Sr Executive Assistant	0.0	1.0	1.0	1.0	1.0	1.0		
		D2F	Account Clerk II-ACE	1.0	1.0	1.0	1.0	1.0	0.0		
		D9C	Accountant Assistant-ACE	2.0	2.0	1.0	1.0	1.0	-1.0		
		H15	Sr Human Resources Analyst	0.0	1.0	1.0	1.0	1.0	1.0		
		H16	Human Resources Analyst	1.0	0.0	1.0	1.0	1.0	0.0		
		X15	Exec Assistant II-ACE	1.0	0.0	0.0	0.0	0.0	-1.0		
		X17	Exec Assistant I-ACE	0.0	0.0	1.0	1.0	1.0	1.0		
1145	Employee Benefits - Fund 0001										
		A99	Employee Benefits Director	1.0	1.0	1.0	1.0	1.0	0.0		
		D09	Office Specialist III	1.0	0.0	0.0	0.0	0.0	-1.0		
		D4D	Senior Human Resources Assistant	8.0	9.0	11.0	11.0	11.0	3.0		
		D5D	Human Resources Asst II	2.0	2.0	2.0	2.0	2.0	0.0		
		D67	Human Resources Support Sup	2.0	2.0	2.0	2.0	2.0	0.0		
		D6D	Human Resources Asst I	1.0	0.0	0.0	0.0	0.0	-1.0		
		H15	Sr Human Resources Analyst	1.0	1.0	1.0	1.0	1.0	0.0		
		H16	Human Resources Analyst	2.0	2.0	3.0	3.0	3.0	1.0		
		H1B	Employee Benefits Program Mgr	1.0	1.0	1.0	1.0	1.0	0.0		
		X12	Office Specialist III-ACE	2.0	3.0	3.0	3.0	3.0	1.0		
1148	Human Resources - Fund 0001										
		A41	Human Resources Director	1.0	1.0	1.0	1.0	1.0	0.0		
		B1B	Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0	1.0	1.0	0.0		
		B1C	Assoc Mgmt Analyst B-ACE	3.0	1.0	1.0	1.0	1.0	-2.0		
		B1D	Mgmt Analyst-ACE	2.0	6.0	6.0	6.0	6.0	4.0		
		D5D	Human Resources Asst II	8.0	6.0	9.0	9.0	9.0	1.0		
		D6D	Human Resources Asst I	0.0	2.0	2.0	2.0	2.0	2.0		
		H14	Human Resources Manager	2.0	2.0	2.0	2.0	2.0	0.0		
		H15	Sr Human Resources Analyst	4.0	5.0	5.0	5.0	5.0	1.0		
		H16	Human Resources Analyst	9.0	7.0	16.0	16.0	16.0	7.0		
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	1.0	1.0	0.0		
<b>Total - Employee Services Agency</b>				<b>151.0</b>	<b>155.0</b>	<b>174.0</b>	<b>174.0</b>	<b>174.0</b>	<b>23.0</b>		

### Finance

#### 0110 Controller-Treasurer

2113	Controller-Treasurer Fund 0001									
		A07	Dir Finance Agency	1.0	1.0	1.0	1.0	1.0	0.0	
		A08	Controller Treasurer	1.0	1.0	1.0	1.0	1.0	0.0	
		A0A	Asst. Controller-Treasurer	1.0	1.0	1.0	1.0	1.0	0.0	
		A1G	Dir Info Systems- Tx Coll Off	1.0	1.0	1.0	1.0	1.0	0.0	
		A1Q	Financial & Adm Serv Mgr	1.0	1.0	1.0	1.0	1.0	0.0	
		A3W	Dir, Dept. of Revenue and Tax	1.0	1.0	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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		A3X	Asst Dir, Dept. of Revenue and Tax	1.0	1.0	1.0	0.0				
		A6A	Sr Financial Analyst	4.0	2.0	2.0	-2.0				
		A6B	Financial Analyst II	1.0	2.0	2.0	1.0				
		A6J	Dept of Rev and Tax Div Mgr	0.0	3.0	3.0	3.0				
		A9E	County Treasury Administrator	1.0	1.0	1.0	0.0				
		B1M	Bond And Investment Analyst	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0				
		B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0				
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0				
		B21	Supv Internal Auditor	1.0	1.0	1.0	0.0				
		B28	Internal Auditor III	1.0	2.0	2.0	1.0				
		B30	Internal Auditor II	2.0	0.0	0.0	-2.0				
		B31	Sr Internal Auditor	4.0	4.0	4.0	0.0				
		B45	Internal Auditor I	0.0	1.0	1.0	1.0				
		B4B	Internal Audit Manager	1.0	1.0	1.0	0.0				
		B55	Controller-Treasurer Div Mgr	3.0	3.0	3.0	0.0				
		B6A	Fixed Income Portfolio Manager	1.0	1.0	1.0	0.0				
		B74	Fiscal Services Mgr	1.0	0.0	0.0	-1.0				
		B76	Sr Accountant	10.0	10.0	10.0	0.0				
		B77	Accountant III	14.0	11.0	11.0	-3.0				
		B78	Accountant II	5.0	5.0	5.0	0.0				
		B80	Accountant Auditor Appraiser	5.0	9.0	9.0	4.0				
		B81	Controller-Treasurer Accounting Mgr	4.0	4.0	4.0	0.0				
		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	0.0	0.0	-5.0				
		C8B	Payroll Audit Specialist	0.0	5.0	5.0	5.0				
		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				
		G12	Information Systems Mgr II	1.0	0.0	0.0	-1.0				
		G14	Information Systems Mgr I	0.0	1.0	1.0	1.0				
		K17	Securities Analyst	1.0	1.0	1.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
2116	Accounting System & Procurement Proj Fun-Fund 0001										
		B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0				
		B1P	Mgmt Analyst	3.0	0.0	0.0	-3.0				
		B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0				
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0				
		B74	Fiscal Services Mgr	0.0	1.0	1.0	1.0				
		B76	Sr Accountant	4.0	3.0	3.0	-1.0				
		G11	Information Systems Mgr III	3.0	3.0	3.0	0.0				
		G12	Information Systems Mgr II	5.0	1.0	1.0	-4.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		G14	Information Systems Mgr I	4.0	7.0	7.0	3.0				
		G28	Info Systems Analyst II	0.0	1.0	1.0	1.0				
		Q2G	Information Systems Mgr III-U	0.0	1.0	1.0	1.0				
2180	Property Tax Div & Tax Roll Contrl - 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	0.0	1.0	1.0	1.0				
		C77	Tax Roll Mgr	1.0	1.0	1.0	0.0				
		D94	Supv Account Clerk II	1.0	0.0	0.0	-1.0				
		D95	Supv Account Clerk I	1.0	2.0	2.0	1.0				
		D97	Account Clerk II	6.0	3.0	3.0	-3.0				
		D98	Account Clerk I	2.0	4.0	4.0	2.0				
		E87	Sr Account Clerk	2.0	3.0	3.0	1.0				
<b>Total - Controller-Treasurer</b>				<b>120.0</b>	<b>124.0</b>	<b>124.0</b>	<b>4.0</b>				
<b>0111</b>	<b>Department of Tax &amp; Collections</b>										
2148	Revenue Fund 0001										
		A34	Dir Revenue Collections	1.0	1.0	0.0	-1.0				
		B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	1.0	1.0	0.0	-1.0				
		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	0.0	1.0	1.0	1.0				
		B96	Dept Fiscal Officer	1.0	1.0	0.0	-1.0				
		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	0.0	2.0	2.0	2.0				
		D81	Cashier	6.0	6.0	6.0	0.0				
		D94	Supv Account Clerk II	2.0	1.0	1.0	-1.0				
		D95	Supv Account Clerk I	0.0	1.0	1.0	1.0				
		D97	Account Clerk II	8.0	9.0	9.0	1.0				
		D98	Account Clerk I	4.0	4.0	4.0	0.0				
		E87	Sr Account Clerk	2.0	1.0	1.0	-1.0				
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
		G28	Info Systems Analyst II	1.0	1.0	1.0	0.0				
		G38	Info Systems Tech III	1.0	1.0	1.0	0.0				
		G50	Info Systems Tech II	1.0	1.0	1.0	0.0				
		V32	Supv Revenue Collections Ofc	4.0	4.0	4.0	0.0				
		V34	Sr Revenue Collections Officer	5.0	5.0	5.0	0.0				
		V35	Revenue Collections Officer	39.0	37.0	37.0	-2.0				
		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	2.0	1.0				
		G14	Information Systems Mgr I	0.0	0.0	3.0	3.0				



## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount	
								Approved	Adjusted	Recommended	Change
											from 2017
								Approved	Adjusted	Recommended	Approved
2212	Tax Collector Fund 0001										
	A23	Tax Collector				1.0	1.0	0.0	-1.0		
	B2R	Admin Support Officer I				1.0	1.0	1.0	0.0		
	B76	Sr Accountant				1.0	1.0	1.0	0.0		
	B77	Accountant III				1.0	1.0	1.0	0.0		
	B78	Accountant II				2.0	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	0.0	-1.0		
	D09	Office Specialist III				8.0	8.0	8.0	0.0		
	D62	Revenue Collections Clerk				0.0	1.0	1.0	1.0		
	D81	Cashier				2.0	2.0	2.0	0.0		
	D94	Supv Account Clerk II				3.0	3.0	3.0	0.0		
	D96	Accountant Assistant				5.0	5.0	5.0	0.0		
	D97	Account Clerk II				6.0	6.0	6.0	0.0		
	E87	Sr Account Clerk				3.0	3.0	3.0	0.0		
	G11	Information Systems Mgr III				1.0	1.0	1.0	0.0		
	G12	Information Systems Mgr II				3.0	3.0	3.0	0.0		
	G28	Info Systems Analyst II				1.0	1.0	1.0	0.0		
	Q9F	Senior Account Clerk - U				0.0	1.0	1.0	1.0		
	U02	Info Systems Tech II-U				0.0	1.0	1.0	1.0		
	U91	Accountant Assistant-U				0.0	1.0	1.0	1.0		
	V31	Office Specialist III-U				0.0	1.0	1.0	1.0		
	V32	Supv Revenue Collections Ofc				1.0	1.0	1.0	0.0		
	V34	Sr Revenue Collections Officer				4.0	3.0	3.0	-1.0		
	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		
2215	Recovery of Aid Program-Fund 0001										
	A6A	Sr Financial Analyst				0.0	0.0	1.0	1.0		
	B76	Sr Accountant				0.0	0.0	1.0	1.0		
	D96	Accountant Assistant				0.0	0.0	1.0	1.0		
	D97	Account Clerk II				0.0	0.0	1.0	1.0		
	E50	Eligibility Examiner				0.0	0.0	1.0	1.0		
	E87	Sr Account Clerk				0.0	0.0	4.0	4.0		
	V32	Supv Revenue Collections Ofc				0.0	0.0	1.0	1.0		
	V34	Sr Revenue Collections Officer				0.0	0.0	2.0	2.0		
	V35	Revenue Collections Officer				0.0	0.0	8.0	8.0		
<b>Total - Department of Tax &amp; Collections</b>								146.0	150.0	169.0	23.0
<b>0114</b>	<b>County Recorder</b>										
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		





## Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0				
B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0				
B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0				
B2P	Admin Support Officer li	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	0.0	0.0	-1.0				
B78	Accountant II	0.0	1.0	1.0	1.0				
C43	Vital Records Supervisor II	1.0	0.0	0.0	-1.0				
C4A	Vital Records Supervisor I	1.0	1.0	1.0	0.0				
D58	Recordable Documents Indexer	2.0	2.0	2.0	0.0				
D96	Accountant Assistant	1.0	1.0	1.0	0.0				
D97	Account Clerk II	1.0	1.0	1.0	0.0				
F10	Recording Division Supv I	1.0	1.0	1.0	0.0				
F1G	Clerk-Recorder Supervisor	2.0	3.0	3.0	1.0				
F30	Supv Recordable Doc Tech	1.0	1.0	1.0	0.0				
F34	Recordable Document Tech	3.0	3.0	3.0	0.0				
F55	Clerk-Recorder Office Spc III	17.0	21.0	21.0	4.0				
F56	Clerk-Recorder Office Spc II	20.0	17.0	17.0	-3.0				
F57	Clerk-Recorder Office Spc 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	2.0	0.0				
G14	Information Systems Mgr I	1.0	1.0	1.0	0.0				
G28	Info Systems Analyst II	0.0	1.0	1.0	1.0				
G29	Info Systems Analyst I	1.0	0.0	0.0	-1.0				
W1B	Assoc Mgmt Analyst A-U-ACE	1.0	0.0	0.0	-1.0				
W1R	Assoc Mgmt Analyst B-U	1.0	2.0	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				
<b>Total - County Recorder</b>		76.0	76.0	75.0	-1.0				
<b>Total - Finance and Government</b>		2,369.3	2,436.8	2,545.3	176.0				



## Public Safety and Justice

Agency Name	Budget Unit Number and Name	Cost Center Number and Name	Job Class Code and Title	FY 2017 Positions Approved	FY 2017 Positions Adjusted	FY 2018 Recommended	Amount Change from 2017 Approved
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### 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	4.0	4.0	1.0
	G14	Information Systems Mgr I		1.0	1.0	1.0	0.0
	G81	Storekeeper		1.0	0.0	0.0	-1.0
	J39	Photographer		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		46.0	42.0	42.0	-4.0
	V68	Criminalist II		1.0	2.0	2.0	1.0
	V69	Criminalist I		0.0	2.0	7.0	7.0
	V76	Criminal Investigator II		0.0	1.0	1.0	1.0
3832	Administrative Svcs Fund 0001						
	A59	District Attorney-U		1.0	1.0	1.0	0.0
	A60	Asst District Attorney		6.0	6.0	6.0	0.0
	B1C	Assoc Mgmt Analyst B-ACE		0.0	1.0	1.0	1.0
	B1P	Mgmt Analyst		4.0	2.0	3.0	-1.0
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0
	B1T	Assoc Mgmt Analyst A		1.0	1.0	1.0	0.0
	B2J	Admin Services Mgr II		1.0	1.0	1.0	0.0
	B2K	Admin Serv Mgr III		1.0	1.0	1.0	0.0
	B3N	Program Mgr II		3.0	2.0	2.0	-1.0
	B3P	Program Mgr I		1.0	3.0	3.0	2.0
	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	2.0	2.0	0.0
	B7Q	Public Comm Officer - DA		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		10.0	14.0	15.0	5.0
	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	1.0	1.0	-1.0
	D64	Supv Legal Secretary I		3.0	3.0	3.0	0.0
	D66	Legal Secretary II		21.0	21.0	21.0	0.0
	D6D	Human Resources Asst I		0.0	1.0	1.0	1.0
	D6G	Victim/Witness Advocate		0.0	14.0	15.0	15.0
	D6H	Senior Victim/Witness Advocate		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		FY 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
D6I	Supv Victim/Witness Advocate	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				
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	4.0	2.0				
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	43.0	44.0	44.0	1.0				
F37	Justice System Clerk II	5.0	5.0	5.0	0.0				
F38	Justice System Clerk I	35.0	32.0	32.0	-3.0				
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
G12	Information Systems Mgr II	1.0	1.0	1.0	0.0				
G29	Info Systems Analyst I	1.0	1.0	1.0	0.0				
G76	Sr Warehouse Materials Handler	0.0	1.0	1.0	1.0				
G81	Storekeeper	2.0	3.0	3.0	1.0				
H17	Utility Worker	1.0	2.0	2.0	1.0				
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	1.0	1.0	-1.0				
Q38	Justice System Clerk I-U	1.0	1.0	0.0	-1.0				
V22	Consumer Affairs Invest II	1.0	1.0	1.0	0.0				
V23	Consumer Affairs Coord	1.0	1.0	1.0	0.0				
W51	Confidential Secretary - U	1.0	1.0	1.0	0.0				
X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
Z60	Asst District Attorney-U	1.0	1.0	1.0	0.0				
3833	Paralegal Services Fund 0001								
V73	Sr Paralegal	34.0	35.0	35.0	1.0				
V74	Paralegal	1.0	0.0	0.0	-1.0				
V82	Supv Paralegal	1.0	1.0	2.0	1.0				
W03	Paralegal-U	0.0	1.0	0.0	0.0				
W70	Sr Paralegal-U	1.0	0.0	0.0	-1.0				
3834	Legal Spt Svcs Fund 0001								
V67	Criminalist III	0.0	1.0	1.0	1.0				
V71	Chief Investigator Dist Atty	1.0	1.0	1.0	0.0				
V75	Criminal Investigator III	8.0	6.0	6.0	-2.0				
V76	Criminal Investigator II	75.0	77.0	77.0	2.0				
V77	Criminal Investigator I	0.0	0.0	1.0	1.0				
V7A	Asst Chief Investigator, Da	1.0	1.0	1.0	0.0				
V7F	Forensic Accountant	2.0	2.0	2.0	0.0				
3836	Attorneys Fund 0001								
U20	Attorney IV-District Attorney	149.0	132.0	132.0	-17.0				
U21	Attorney III-District Attorney	22.0	25.0	25.0	3.0				
U24	Attorney II-District Attorney	10.0	24.0	24.0	14.0				



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change
								Approved	Adjusted	Recommended	from 2017
											Approved
		U25	Attorney I-District Attorney					0.0	0.0	2.0	2.0
		W32	Attorney IV-District Atty-U					0.0	1.0	0.0	0.0
		W33	Attorney III-District Atty-U					1.0	0.0	0.0	-1.0
		W34	Attorney II-District Atty-U					1.0	0.0	0.0	-1.0
		W35	Attorney I-District Attorney-U					0.0	1.0	1.0	1.0
3837	VW-CalEMA - F0001										
		D09	Office Specialist III					1.0	0.0	0.0	-1.0
		D6G	Victim/Witness Advocate					11.0	0.0	0.0	-11.0
		D6H	Senior Victim/Witness Advocate					1.0	0.0	0.0	-1.0
		D6I	Supv Victim/Witness Advocate					2.0	0.0	0.0	-2.0
3838	Victim Witness-BOC -F0001										
		D09	Office Specialist III					2.0	0.0	0.0	-2.0
		D6J	Victim/Witness Claims Specialist					7.0	0.0	0.0	-7.0
		D6K	Senior Victim/Witness Claims Spec					2.0	0.0	0.0	-2.0
		D6L	Supv Victim/Witness Claims Spec					1.0	0.0	0.0	-1.0
3843	UV and Outreach Program - Fund 0001										
		D6G	Victim/Witness Advocate					2.0	0.0	0.0	-2.0
<b>Total - District Attorney Department</b>								584.0	587.0	598.0	14.0

### 0204 Public Defender

3500	Public Defender Fund 0001										
		A93	Public Defender-U					1.0	1.0	1.0	0.0
		A94	Asst Public Defender					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	0.0	0.0	-1.0
		B2P	Admin Support Officer li					0.0	1.0	1.0	1.0
		B3N	Program Mgr II					0.0	0.0	1.0	1.0
		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	6.0	6.0	0.0
		D49	Office Specialist II					6.0	4.0	4.0	-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					1.0	1.0	1.0	0.0
		E28	Messenger Driver					1.0	1.0	1.0	0.0
		F14	Legal Clerk					23.0	21.0	21.0	-2.0
		F16	Legal Clerk Trainee					0.0	1.0	1.0	1.0
		F37	Justice System Clerk II					1.0	1.0	1.0	0.0
		F38	Justice System Clerk I					1.0	1.0	1.0	0.0
		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	0.0	-1.0



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	U15	Attorney IV- Public Defender	78.0	79.0	81.0	3.0
	U16	Attorney III-Public Defender	12.0	7.0	7.0	-5.0
	U17	Attorney II-Public Defender	6.0	8.0	8.0	2.0
	U18	Attorney I-Public Defender	2.0	5.0	5.0	3.0
	V33	Office Specialist II-U	2.0	4.0	2.0	0.0
	V73	Sr Paralegal	29.0	29.0	35.0	6.0
	V74	Paralegal	0.0	1.0	1.0	1.0
	V78	Public Defender Invest II	20.0	23.0	23.0	3.0
	V79	Public Defender Invest I	3.0	0.0	0.0	-3.0
	V81	Chief Public Defender Invest	1.0	1.0	1.0	0.0
	V82	Supv Paralegal	1.0	1.0	2.0	1.0
	V96	Supv Public Defender Invest	2.0	2.0	2.0	0.0
	W03	Paralegal-U	4.0	4.0	0.0	-4.0
	W51	Confidential Secretary - U	1.0	1.0	1.0	0.0
	W5P	Attorney IV - Pub Def - U	0.0	1.0	0.0	0.0
	W8P	Attorney I - Pub Def - U	3.0	2.0	0.0	-3.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	Y3B	Social Worker II	0.0	0.0	2.0	2.0
	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
	D09	Office Specialist III	0.0	1.0	1.0	1.0
	D49	Office Specialist II	1.0	1.0	2.0	1.0
	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	22.0	23.0	0.0
	V73	Sr Paralegal	5.0	5.0	5.0	0.0
	V78	Public Defender Invest II	5.0	6.0	7.0	2.0
	V79	Public Defender Invest I	1.0	0.0	0.0	-1.0
	V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0
	W3B	Public Defender Invest II - U	1.0	1.0	1.0	0.0
	X09	Sr Office Specialist	1.0	0.0	0.0	-1.0
	Y3B	Social Worker II	0.0	0.0	1.0	1.0
3502	AB109 Realignment - F0001					
	F14	Legal Clerk	0.0	1.0	2.0	2.0
	U15	Attorney IV- Public Defender	1.0	1.0	1.0	0.0
	V73	Sr Paralegal	2.0	1.0	1.0	-1.0
<b>Total - Public Defender</b>			<b>273.0</b>	<b>273.0</b>	<b>280.0</b>	<b>7.0</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	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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		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	0.0	0.0	-1.0				
		V41	Pretrial Serv Officer II	21.0	12.0	12.0	-9.0				
		V51	Supv Pretrial Services	4.0	4.0	4.0	0.0				
		V53	Pretrial Serv Officer III	6.0	6.0	6.0	0.0				
		V55	Pretrial Serv Officer I	1.0	6.0	6.0	5.0				
		X17	Exec Assistant I-ACE	0.0	1.0	1.0	1.0				
3591	PTS AB109 Project - Fund 0001										
		V41	Pretrial Serv Officer II	0.0	3.0	3.0	3.0				
		V53	Pretrial Serv Officer III	0.0	1.0	1.0	1.0				
		V55	Pretrial Serv Officer I	0.0	1.0	1.0	1.0				
<b>Total - Office of Pretrial Services</b>								<b>44.0</b>	<b>44.0</b>	<b>44.0</b>	<b>0.0</b>

## 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	2.0	2.0	2.0	0.0				
		A65	Sheriff-U	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	0.0	1.0	1.0	1.0				
		B3P	Program Mgr I	1.0	0.0	0.0	-1.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		U55	Captain	1.0	1.0	1.0	0.0				
		U58	Sheriff's Lieutenant	3.0	3.0	3.0	0.0				
		U61	Sheriff's Sergeant	2.0	2.0	2.0	0.0				
		W51	Confidential Secretary - U	1.0	1.0	1.0	0.0				
		X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0				
		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				
		B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0				
		B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0				
		B23	Sr Training & Staff Developmnt	2.0	4.0	4.0	2.0				
		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	0.0	0.0	-1.0				
		B9G	Sr Departmental Fiscal Officer	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	0.0	1.0	1.0	1.0				
		D49	Office Specialist II	1.0	0.0	0.0	-1.0				
		D5D	Human Resources Asst II	4.0	4.0	4.0	0.0				
		D63	Law Enforcement Records Spec	1.0	1.0	1.0	0.0				
		D67	Human Resources Support Sup	1.0	1.0	1.0	0.0				



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
D94	Supv Account Clerk II	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	2.0	3.0	3.0	1.0				
D97	Account Clerk II	7.0	7.0	7.0	0.0				
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
G12	Information Systems Mgr II	3.0	3.0	3.0	0.0				
G14	Information Systems Mgr I	6.0	6.0	6.0	0.0				
G28	Info Systems Analyst II	3.0	3.0	4.0	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				
G73	Sheriff's Technician	1.0	1.0	1.0	0.0				
T10	Rangemaster II	1.0	1.0	1.0	0.0				
U55	Captain	2.0	2.0	2.0	0.0				
U58	Sheriff's Lieutenant	1.0	1.0	1.0	0.0				
U61	Sheriff's Sergeant	7.0	7.0	7.0	0.0				
U64	Deputy Sheriff	45.0	46.0	43.0	-2.0				
U66	Deputy Sheriff Cadet-U	36.0	36.0	36.0	0.0				
U92	Sheriff Training Specialist	1.0	1.0	1.0	0.0				
V43	Latent Fingerprint Exam II	9.0	6.0	6.0	-3.0				
V44	Latent Fingerprint Exam I	1.0	0.0	0.0	-1.0				
V4S	Latent Fingerprint Exam Supv	1.0	1.0	1.0	0.0				
V4T	Latent Fingerprint Examiner III	3.0	7.0	7.0	4.0				
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	0.0	1.0	1.0	1.0				
B1R	Assoc Mgmt Analyst B	1.0	2.0	2.0	1.0				
B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0				
C29	Exec Assistant I	4.0	4.0	4.0	0.0				
D42	Law Enforcement Records Tech	8.0	8.0	8.0	0.0				
D43	Law Enforcement Clerk	3.0	3.0	3.0	0.0				
F02	Property/Evidence Technician	3.0	3.0	3.0	0.0				
G50	Info Systems Tech II	0.0	0.5	0.5	0.5				
G73	Sheriff's Technician	2.0	4.0	4.0	2.0				
U55	Captain	5.0	6.0	6.0	1.0				
U58	Sheriff's Lieutenant	7.0	7.0	7.0	0.0				
U61	Sheriff's Sergeant	47.0	50.0	52.0	5.0				
U64	Deputy Sheriff	221.0	223.0	244.0	23.0				
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				
C60	Admin Assistant	0.0	1.0	1.0	1.0				
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	28.0	28.0	-3.0				
D43	Law Enforcement Clerk	9.0	12.0	12.0	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 2017 Positions		FY 2018	Amount Change
								Approved	Adjusted	Recommended	from 2017
								Approved	Adjusted	Recommended	Approved
		D49	Office Specialist II					4.0	4.0	4.0	0.0
		D63	Law Enforcement Records Spec					8.0	8.0	8.0	0.0
		F07	Legal Process Officer					2.0	2.0	2.0	0.0
		F14	Legal Clerk					3.0	3.0	3.0	0.0
		G33	Data Entry Operator					1.0	1.0	1.0	0.0
		G73	Sheriff's Technician					25.0	24.0	24.0	-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					185.0	185.0	185.0	0.0
023005	Internal Affairs Fund 0001										
		B1P	Mgmt Analyst					1.0	1.0	1.0	0.0
		B1T	Assoc Mgmt Analyst A					1.0	1.0	1.0	0.0
		U58	Sheriff's Lieutenant					1.0	1.0	1.0	0.0
		U61	Sheriff's Sergeant					7.0	7.0	7.0	0.0
<b>Total - Sheriff's Department</b>								818.0	830.5	851.5	33.5
<b>0235</b>	<b>Sheriff's Doc Contract</b>										
3107	Operational Standards & Inspection Unit - Fund 0001										
		T74	Sheriff's Correctional Serg					2.0	1.0	1.0	-1.0
		T84	Sheriff's Correctional Deputy					8.0	5.0	5.0	-3.0
3108	ADA Compliance Unit - Fund 0001										
		T84	Sheriff's Correctional Deputy					0.0	3.0	3.0	3.0
		U57	Corr Sergeant					0.0	1.0	1.0	1.0
3112	Internal Affairs Fund 0001										
		T74	Sheriff's Correctional Serg					3.0	3.0	3.0	0.0
3124	Training And Staff Dev Fund 0001										
		T84	Sheriff's Correctional Deputy					0.0	1.0	1.0	1.0
3133	Inmate Screening Unit Fund 0001										
		T74	Sheriff's Correctional Serg					1.0	1.0	1.0	0.0
3135	Classification Fund 0001										
		T74	Sheriff's Correctional Serg					4.0	4.0	4.0	0.0
		T84	Sheriff's Correctional Deputy					22.0	20.0	20.0	-2.0
		U84	Correctional Officer					1.0	3.0	3.0	2.0
3136	Elmwood Men's Facility Fund 0001										
		T74	Sheriff's Correctional Serg					16.0	17.0	17.0	1.0
		T84	Sheriff's Correctional Deputy					254.0	268.0	268.0	14.0
		U57	Corr Sergeant					2.0	1.0	1.0	-1.0
		U84	Correctional Officer					72.0	58.0	58.0	-14.0
3142	Custodial Alternative Supervision-Fund 0001										
		T84	Sheriff's Correctional Deputy					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	0.0
		T84	Sheriff's Correctional Deputy					12.0	11.0	11.0	-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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		U84	Correctional Officer	0.0	1.0	1.0	1.0				
023503	Main Jail Complex Fund 0001	T74	Sheriff's Correctional Serg	16.0	15.0	15.0	-1.0				
		T84	Sheriff's Correctional Deputy	304.0	313.0	313.0	9.0				
		U57	Corr Sergeant	1.0	2.0	2.0	1.0				
		U84	Correctional Officer	58.0	49.0	49.0	-9.0				
023509	Central Services Fund 0001	T74	Sheriff's Correctional Serg	2.0	2.0	2.0	0.0				
		T84	Sheriff's Correctional Deputy	17.0	19.0	19.0	2.0				
		U84	Correctional Officer	2.0	0.0	0.0	-2.0				
<b>Total - Sheriff's Doc Contract</b>				<b>803.0</b>	<b>804.0</b>	<b>804.0</b>	<b>1.0</b>				

**0240 Department of Correction**

3400	Administration Fund 0001	A2X	Chief of Correction-U	1.0	1.0	1.0	0.0				
		A6G	Asst Sheriff-Correctional Opr	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0				
		B1P	Mgmt Analyst	3.0	2.0	2.0	-1.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		T54	Sheriff's Correctional Captain	2.0	2.0	2.0	0.0				
		T58	Sheriff's Correctional Lieut	1.0	1.0	1.0	0.0				
		W51	Confidential Secretary - U	1.0	1.0	1.0	0.0				
3406	Academy Fund 0001	U63	Corr Officer Cadet	50.0	50.0	50.0	0.0				
3407	Operational Standards & Inspection Unit - Fund 0001	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0				
		T58	Sheriff's Correctional Lieut	1.0	0.0	0.0	-1.0				
3408	ADA Compliance Unit - Fund 0001	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	20.0	20.0	20.0	0.0				
		D43	Law Enforcement Clerk	11.0	10.0	8.0	-3.0				
		D51	Office Specialist I	2.5	2.5	2.5	0.0				
		D63	Law Enforcement Records Spec	5.0	6.0	6.0	1.0				
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	2.0	2.0	2.0	0.0				
3436	Elmwood Men's Facility Fund 0001	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		D43	Law Enforcement Clerk	3.0	3.0	3.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		FY 2017 Positions		FY 2018	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2017
				Approved	Adjusted	Recommended	Approved
		G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0
		G74	Custody Support Assistant	16.0	15.0	15.0	-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
3454	Grievance Unit - Fund 0001						
		B1N	Sr Mgmt Analyst	0.0	0.0	2.0	2.0
024002	Administrative Services Bureau Fund 0001						
		A1Q	Financial & Adm Serv Mgr	0.0	1.0	1.0	1.0
		B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0
		B76	Sr Accountant	1.0	1.0	1.0	0.0
		B77	Accountant III	0.0	1.0	1.0	1.0
		B78	Accountant II	1.0	1.0	1.0	0.0
		B80	Accountant Auditor Appraiser	1.0	0.0	0.0	-1.0
		B9G	Sr Departmental Fiscal Officer	1.0	1.0	1.0	0.0
		C60	Admin Assistant	1.0	1.0	1.0	0.0
		D5D	Human Resources Asst II	3.0	3.0	3.0	0.0
		D81	Cashier	1.0	0.0	0.0	-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	3.0	4.0	4.0	1.0
		D98	Account Clerk I	2.0	2.0	2.0	0.0
		G14	Information Systems Mgr I	2.0	2.0	2.0	0.0
		G28	Info Systems Analyst II	3.0	3.0	3.0	0.0
		G50	Info Systems Tech II	1.0	1.0	1.0	0.0
		T58	Sheriff's Correctional Lieut	1.0	1.0	1.0	0.0
		X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
024003	Main Jail Complex Fund 0001						
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
		C29	Exec Assistant I	1.0	1.0	1.0	0.0
		D09	Office Specialist III	1.0	1.0	1.0	0.0
		G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0
		G72	Inmate Law Library Coord	1.0	1.0	1.0	0.0
		G74	Custody Support Assistant	28.0	28.0	33.0	5.0
		H12	Janitor Supervisor	1.0	1.0	1.0	0.0
		T54	Sheriff's Correctional Captain	1.0	1.0	1.0	0.0
		T58	Sheriff's Correctional Lieut	4.0	4.0	4.0	0.0
024008	Inmate Program Fund 0001						
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
		B1W	Mgmt Aide	1.0	1.0	1.0	0.0
		D42	Law Enforcement Records Tech	2.0	2.0	2.0	0.0
		D43	Law Enforcement Clerk	2.0	2.0	2.0	0.0
		G74	Custody Support Assistant	2.0	2.0	2.0	0.0
		X91	Rehabilitation Officer II	8.0	14.0	14.0	6.0



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		X92	Rehabilitation Officer I	12.0	6.0	6.0	-6.0		
		X9E	Inmate Rehabilitation Manager	1.0	1.0	1.0	0.0		
024009	Central Services Fund 0001								
		B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0		
		C60	Admin Assistant	1.0	1.0	1.0	0.0		
		D09	Office Specialist III	1.0	1.0	1.0	0.0		
		D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0		
		D49	Office Specialist II	1.0	1.0	1.0	0.0		
		D97	Account Clerk II	1.0	1.0	1.0	0.0		
		G70	Supv Custody Support Assistant	1.0	1.0	1.0	0.0		
		G74	Custody Support Assistant	15.0	16.0	16.0	1.0		
		G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0		
		G77	Warehouse Materials Handler	2.0	2.0	2.0	0.0		
		G80	Supv Storekeeper	1.0	1.0	1.0	0.0		
		G81	Storekeeper	1.0	1.0	1.0	0.0		
		H39	Asst Dir Food Services	2.0	2.0	2.0	0.0		
		H56	Food Service Supervisor	2.0	2.0	2.0	0.0		
		H59	Cook II	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		
<b>Total - Department of Correction</b>				<b>338.5</b>	<b>339.5</b>	<b>344.5</b>	<b>6.0</b>		
<b>0246</b>	<b>Probation Department</b>								
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	7.0	6.0	6.0	-1.0		
		G29	Info Systems Analyst I	0.0	1.0	1.0	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	2.0	0.0	0.0	-2.0		
		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		



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
						B1P	Mgmt Analyst	5.0	7.0	7.0	2.0
						B1R	Assoc Mgmt Analyst B	2.0	1.0	1.0	-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
						B3N	Program Mgr II	3.0	2.0	2.0	-1.0
						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	2.0	1.0	1.0	-1.0
						B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0
						B9G	Sr Departmental Fiscal Officer	1.0	1.0	1.0	0.0
						D09	Office Specialist III	5.0	5.0	5.0	0.0
						D5D	Human Resources Asst II	4.0	3.0	3.0	-1.0
						D67	Human Resources Support Sup	1.0	1.0	1.0	0.0
						D6D	Human Resources Asst I	0.0	1.0	1.0	1.0
						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
						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	2.0	1.0	1.0	-1.0
						M48	General Maint Mechanic I	0.0	1.0	1.0	1.0
						P7B	Dir of Research & Outcome Measure	1.0	1.0	1.0	0.0
						X09	Sr Office Specialist	4.0	4.0	4.0	0.0
						X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0
						X17	Exec Assistant I-ACE	2.0	2.0	2.0	0.0
						X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
						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
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	2.0	1.0
						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	0.0	0.0	-1.0
						X52	Deputy Probation Officer II	0.0	1.0	1.0	1.0
024615						Adult Probation Svcs Div Fund 0001					
						A82	Deputy Chief Probation Officer	1.0	1.0	1.0	0.0



## Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	
	D09 Office Specialist III	0.0	2.0	2.0	2.0	
	D11 Transcriptionist	1.0	1.0	1.0	0.0	
	D34 Supv Clerk	4.0	4.0	5.0	1.0	
	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	31.5	30.0	30.0	-1.5	
	F38 Justice System Clerk I	17.0	16.5	16.5	-0.5	
	G12 Information Systems Mgr II	1.0	1.0	1.0	0.0	
	P7D Research & Evaluation Specialist II	0.0	0.0	1.0	1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X44 Probation Mgr	5.0	4.0	4.0	-1.0	
	X48 Supv Probation Officer	20.0	20.0	21.0	1.0	
	X50 Deputy Probation Officer III	157.5	148.5	152.5	-5.0	
	X51 Sr Internal Auditor-U	0.0	0.0	1.0	1.0	
	X52 Deputy Probation Officer II	19.0	22.0	22.0	3.0	
	X53 Deputy Probation Officer I	6.0	14.0	14.0	8.0	
024616	Juvenile Probation Svcs Div Fund 0001					
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	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	1.0	2.0	2.0	1.0	
	D09 Office Specialist III	0.0	4.0	4.0	4.0	
	D34 Supv Clerk	2.0	2.0	2.0	0.0	
	E07 Community Worker	0.0	2.0	2.0	2.0	
	E19 Probation Community Worker	8.0	6.0	6.0	-2.0	
	F37 Justice System Clerk II	9.0	8.0	8.0	-1.0	
	F38 Justice System Clerk I	15.0	12.0	12.0	-3.0	
	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	103.0	90.0	90.0	-13.0	
	X52 Deputy Probation Officer II	18.0	19.0	19.0	1.0	
	X53 Deputy Probation Officer I	7.0	19.0	19.0	12.0	
024617	Institution Services Division - Fund 0001					
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0	
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D34 Supv Clerk	1.0	1.0	1.0	0.0	
	D42 Law Enforcement Records Tech	7.0	7.0	7.0	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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		D43	Law Enforcement Clerk	4.0	4.0	4.0	4.0	4.0	0.0		
		F37	Justice System Clerk II	3.5	3.5	3.0	3.5	3.0	-0.5		
		F38	Justice System Clerk I	4.0	4.0	4.0	4.0	4.0	0.0		
		F3A	Juvenile Probation Records Sup	1.0	1.0	1.0	1.0	1.0	0.0		
		H56	Food Service Supervisor	1.0	1.0	1.0	1.0	1.0	0.0		
		H59	Cook II	3.0	3.0	2.0	3.0	2.0	-1.0		
		H60	Cook I	5.0	5.0	5.0	5.0	5.0	0.0		
		H66	Food Service Worker II	13.0	11.0	11.0	11.0	11.0	-2.0		
		H67	Food Service Worker I	0.0	2.0	2.0	2.0	2.0	2.0		
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	1.0	1.0	0.0		
		X20	Supv Probation Counselor	6.0	6.0	6.0	6.0	6.0	0.0		
		X22	Probation Counselor II	57.0	54.0	54.0	54.0	54.0	-3.0		
		X23	Probation Counselor I	0.0	3.0	3.0	3.0	3.0	3.0		
		X25	Supv Group Counselor	17.0	17.0	17.0	17.0	17.0	0.0		
		X27	Sr Group Counselor	152.0	148.0	148.0	148.0	148.0	-4.0		
		X28	Group Counselor II	25.0	20.0	20.0	20.0	20.0	-5.0		
		X29	Group Counselor I	5.0	14.0	14.0	14.0	14.0	9.0		
		X44	Probation Mgr	3.0	4.0	4.0	4.0	4.0	1.0		
		X54	Probation Assistant II	17.0	12.0	12.0	12.0	12.0	-5.0		
		X55	Probation Assistant I	0.0	5.0	5.0	5.0	5.0	5.0		
		<b>Total - Probation Department</b>		<b>903.5</b>	<b>905.5</b>	<b>913.0</b>	<b>913.0</b>	<b>913.0</b>	<b>9.5</b>		
<b>0293</b>	<b>Med Exam-Coroner Fund 0001</b>										
	3750	Med-Exam/Coroner Fund 0001									
		B2K	Admin Serv Mgr III	0.0	1.0	1.0	1.0	1.0	1.0		
		B2R	Admin Support Officer I	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		
		D09	Office Specialist III	1.0	1.0	1.0	1.0	1.0	0.0		
		D87	Medical Transcriptionist	1.0	0.0	0.0	0.0	0.0	-1.0		
		P45	Chief Medical Exam-Coroner-U	0.0	1.0	1.0	1.0	1.0	1.0		
		P46	Asst Medical Examiner-Coroner	3.0	3.0	4.0	3.0	4.0	1.0		
		S25	Forensic Pathology Technician	3.0	4.0	4.0	4.0	4.0	1.0		
		S26	Forensic Pathology Tech Trn	1.0	0.0	0.0	0.0	0.0	-1.0		
		V84	Chief Coroner Investigator	0.0	1.0	1.0	1.0	1.0	1.0		
		V85	Medical Examiner Coroner Invst	9.0	9.0	11.0	9.0	11.0	2.0		
		X09	Sr Office Specialist	1.0	2.0	2.0	2.0	2.0	1.0		
		<b>Total - Med Exam-Coroner Fund 0001</b>		<b>20.0</b>	<b>24.0</b>	<b>27.0</b>	<b>27.0</b>	<b>27.0</b>	<b>7.0</b>		
		<b>Total - Public Safety and Justice</b>		<b>3,784.0</b>	<b>3,807.5</b>	<b>3,862.0</b>	<b>3,862.0</b>	<b>3,862.0</b>	<b>78.0</b>		



## Children, Seniors, and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount
								Approved	Recommended	Change
								Adjusted		from 2017
									Approved	Approved
<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		3.0	3.0	3.0	0.0			
	B4T	Dep Dir, Dept of Child Support Svc		1.0	1.0	1.0	0.0			
	B76	Sr Accountant		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		12.0	12.0	12.0	0.0			
	D49	Office Specialist II		2.0	2.0	1.0	-1.0			
	D51	Office Specialist I		4.0	4.0	4.0	0.0			
	D5D	Human Resources Asst II		1.0	0.0	0.0	-1.0			
	D64	Supv Legal Secretary I		1.0	1.0	1.0	0.0			
	D66	Legal Secretary II		7.0	6.0	6.0	-1.0			
	D6D	Human Resources Asst I		0.0	1.0	1.0	1.0			
	D70	Legal Secretary I		1.0	1.0	1.0	0.0			
	D74	Legal Secretary Trainee		0.0	1.0	1.0	1.0			
	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		102.0	103.0	103.0	1.0			
	E86	Child Support Officer I		2.0	0.0	0.0	-2.0			
	E88	Sr Child Support Officer		17.0	18.0	18.0	1.0			
	E90	Child Support Specialist		12.0	12.0	11.0	-1.0			
	F07	Legal Process Officer		1.0	1.0	0.0	-1.0			
	F14	Legal Clerk		18.0	20.0	20.0	2.0			
	F16	Legal Clerk Trainee		2.0	0.0	0.0	-2.0			
	F19	Child Support Docmnt Examiner		4.0	4.0	3.0	-1.0			
	Q24	Dir Dept of Child Supp Svcs-U		1.0	1.0	1.0	0.0			
	U71	Attorney IV-Child Support Srv		7.0	7.0	7.0	0.0			
	V73	Sr Paralegal		1.0	1.0	1.0	0.0			
	X09	Sr Office Specialist		1.0	1.0	1.0	0.0			
	X15	Exec Assistant II-ACE		1.0	1.0	1.0	0.0			
3805	DCSS Exp - Electronic Data Processing Fund 0193									
	G11	Information Systems Mgr III		1.0	1.0	1.0	0.0			
	G12	Information Systems Mgr II		2.0	2.0	2.0	0.0			
	G28	Info Systems Analyst II		2.0	2.0	2.0	0.0			
	G38	Info Systems Tech III		1.0	1.0	1.0	0.0			



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount Change	
								Approved	Recommended	from 2017	
								Adjusted	Approved	Approved	
<b>Total - Dept of Child Support Services</b>								230.0	230.0	226.0	-4.0
<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		9.0	8.0	7.0	-2.0				
	A6B	Financial Analyst II		4.0	4.0	4.0	0.0				
	A6C	Financial Analyst I		1.0	0.0	0.0	-1.0				
	A86	Dir Social Services Agency		1.0	1.0	1.0	0.0				
	A87	Director, Central Services		1.0	1.0	1.0	0.0				
	A8A	Chief Deputy Dir-SSA		1.0	1.0	1.0	0.0				
	B1H	Mgmt Anal Prog Mgr III		3.0	4.0	4.0	1.0				
	B1J	Mgmt Anal Prog Mgr II		3.0	2.0	2.0	-1.0				
	B1L	Mgmt Analysis Prog Mgr I		1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst		5.0	7.0	8.0	3.0				
	B1P	Mgmt Analyst		11.0	13.0	14.0	3.0				
	B1R	Assoc Mgmt Analyst B		6.0	6.0	6.0	0.0				
	B1T	Assoc Mgmt Analyst A		3.0	2.0	2.0	-1.0				
	B2J	Admin Services Mgr II		1.0	1.0	1.0	0.0				
	B2L	Admin Services Mgr I		2.0	2.0	2.0	0.0				
	B2N	Admin Support Officer III		1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer II		2.0	3.0	3.0	1.0				
	B3N	Program Mgr II		1.0	1.0	1.0	0.0				
	B5M	Maintenance Project Manager		1.0	1.0	1.0	0.0				
	B76	Sr Accountant		11.0	9.0	9.0	-2.0				
	B77	Accountant III		6.0	6.0	6.0	0.0				
	B78	Accountant II		4.0	9.0	9.0	5.0				
	B80	Accountant Auditor Appraiser		14.0	10.0	10.0	-4.0				
	B8B	Accounting Manager		2.0	2.0	2.0	0.0				
	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		1.0	1.0	1.0	0.0				
	B9G	Sr Departmental Fiscal Officer		1.0	1.0	1.0	0.0				
	C08	Sr Executive Assistant		1.0	1.0	1.0	0.0				
	C29	Exec Assistant I		0.0	1.0	1.0	1.0				
	C32	Buyer II		1.0	1.0	1.0	0.0				
	C60	Admin Assistant		2.0	2.0	3.0	1.0				
	C98	Public Communication Spec		0.0	1.0	1.0	1.0				
	D09	Office Specialist III		6.0	3.0	3.0	-3.0				
	D49	Office Specialist II		13.0	13.0	13.0	0.0				
	D62	Revenue Collections Clerk		1.0	0.0	0.0	-1.0				
	D77	Income Tax Specialist		1.0	1.0	1.0	0.0				
	D94	Supv Account Clerk II		2.0	0.0	0.0	-2.0				
	D95	Supv Account Clerk I		0.0	1.0	1.0	1.0				
	D96	Accountant Assistant		11.0	9.0	8.0	-3.0				





## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D97 Account Clerk II	12.0	11.0	7.0		-5.0
	E28 Messenger Driver	2.0	2.0	2.0		0.0
	E50 Eligibility Examiner	1.0	1.0	0.0		-1.0
	E87 Sr Account Clerk	7.0	7.0	6.0		-1.0
	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	1.0	0.0	0.0		-1.0
	G76 Sr Warehouse Materials Handler	2.0	2.0	2.0		0.0
	G80 Supv Storekeeper	1.0	0.0	0.0		-1.0
	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	3.0	3.0	3.0		0.0
	P7B Dir of Research & Outcome Measure	1.0	1.0	1.0		0.0
	P7E Sr Research & Evaluation Specialist	1.0	1.0	1.0		0.0
	U98 Protective Services Officer	13.0	13.0	15.0		2.0
	V32 Supv Revenue Collections Ofc	1.0	1.0	0.0		-1.0
	V34 Sr Revenue Collections Officer	2.0	2.0	0.0		-2.0
	V35 Revenue Collections Officer	7.0	8.0	0.0		-7.0
	V88 Investigator Assistant	2.0	2.0	3.0		1.0
	V8A Supervising Welfare Fraud Investigator	1.0	1.0	1.0		0.0
	V8B Welfare Fraud Investigator	8.0	8.0	9.0		1.0
	W20 SSA Info Technology Spec	1.0	1.0	1.0		0.0
	X09 Sr Office Specialist	0.0	2.0	2.0		2.0
	X17 Exec Assistant I-ACE	3.0	3.0	3.0		0.0
	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
	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	2.0		1.0
	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	4.0	3.0	3.0		-1.0
	G14 Information Systems Mgr I	17.0	18.0	18.0		1.0
	G1P Business Info Tech Consultant	1.0	1.0	1.0		0.0
	G26 Sr Systems Software Engineer	0.0	2.0	2.0		2.0
	G28 Info Systems Analyst II	9.0	10.0	10.0		1.0
	G29 Info Systems Analyst I	4.0	2.0	2.0		-2.0
	G38 Info Systems Tech III	12.0	15.0	15.0		3.0
	G46 Network Engineer	0.0	1.0	1.0		1.0



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions		FY 2018	Amount Change
								Approved	Adjusted	Recommended	from 2017
											Approved
		G4L	Departmental Network Engineer	1.0	0.0	0.0	-1.0				
		G4M	Web Technician	1.0	1.0	1.0	0.0				
		G4N	Web Designer	1.0	1.0	2.0	1.0				
		G50	Info Systems Tech II	6.0	3.0	3.0	-3.0				
		G85	Sr Business Info Tech Consult	0.0	0.0	2.0	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	14.0	13.0	13.0	-1.0				
		P66	SSA Application Dec Sup Spec I	2.0	3.0	3.0	1.0				
		V65	SSA Applctn Dec Supp Mgr	12.0	12.0	14.0	2.0				
		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	18.0	15.0	15.0	-3.0				
		E43	Assoc Staff Development Spec	0.0	3.0	3.0	3.0				
		E44	Eligibility Work Supv	6.0	6.0	6.0	0.0				
		E45	Eligibility Worker III	1.0	1.0	1.0	0.0				
		Y22	Social Work Training Speclst	9.0	9.0	10.0	1.0				
		Y23	Social Work Supervisor	2.0	2.0	2.0	0.0				
050205	Community Program & Grant Fund 0001										
		C60	Admin Assistant	0.5	0.5	0.0	-0.5				
		D09	Office Specialist III	1.5	1.0	1.0	-0.5				
		WOA	Social Work Coord II - U	0.0	1.0	1.0	1.0				
		W20	SSA Info Technology Spec	1.0	1.0	1.0	0.0				
		Y3C	Social Worker III	2.0	2.0	1.0	-1.0				
		Y48	Social Work Coord II	1.0	0.0	0.0	-1.0				
<b>Total - Social Services Agency</b>								406.0	402.5	396.0	-10.0
<b>0503</b>	<b>Department of Family &amp; Children's Services</b>										
050301	DFCS Admin Fund 0001										
		A2V	Dir Family & Children Services	1.0	1.0	1.0	0.0				
		A74	Asst Dir Family & Children Srv	1.0	1.0	1.0	0.0				
		B1H	Mgmt Anal Prog Mgr III	0.0	1.0	1.0	1.0				
		B1J	Mgmt Anal Prog Mgr II	1.0	0.0	0.0	-1.0				
		B1N	Sr Mgmt Analyst	2.0	3.0	3.0	1.0				
		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				



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
	C60 Admin Assistant	10.0	10.0	10.0		0.0
	C76 Office Mgmt Coord	6.0	6.0	6.0		0.0
	D03 Data Office Specialist	1.0	1.0	1.0		0.0
	D09 Office Specialist III	1.0	1.0	1.0		0.0
	D20 Youth Engagement Specialist	0.0	1.0	1.0		1.0
	X17 Exec Assistant I-ACE	1.0	1.0	1.0		0.0
	Y23 Social Work Supervisor	4.0	6.0	6.0		2.0
	Y30 Social Services Prg Mgr III	6.0	6.0	6.0		0.0
	Y31 Social Services Prg Mgr II	2.0	3.0	3.0		1.0
	Y32 Social Services Prg Mgr I	4.0	4.0	4.0		0.0
	Y3B Social Worker II	0.0	1.0	1.0		1.0
	Y3C Social Worker III	6.0	5.0	5.0		-1.0
	Y48 Social Work Coord II	18.0	19.0	19.0		1.0
	Y49 Social Work Coord I	2.0	1.0	1.0		-1.0
	Y50 Project Mgr	4.0	4.0	5.0		1.0
050302	DFCS Program Svcs Fund 0001					
	D51 Office Specialist I	1.0	0.0	0.0		-1.0
	E45 Eligibility Worker III	1.0	1.0	1.0		0.0
	Y23 Social Work Supervisor	51.5	51.0	53.0		1.5
	Y25 Employment Program Supv	1.0	1.0	1.0		0.0
	Y27 Employment Counselor III	2.0	3.0	3.0		1.0
	Y29 Employment Counselor I	1.0	0.0	0.0		-1.0
	Y3A Social Worker I	56.0	57.0	57.0		1.0
	Y3B Social Worker II	52.0	71.0	71.0		19.0
	Y3C Social Worker III	255.0	231.0	239.0		-16.0
	Y48 Social Work Coord II	6.0	12.0	12.0		6.0
050303	DFCS Program Support Fund 0001					
	C76 Office Mgmt Coord	0.0	0.0	1.0		1.0
	D03 Data Office Specialist	23.0	22.0	23.0		0.0
	D09 Office Specialist III	41.0	43.0	43.0		2.0
	D20 Youth Engagement Specialist	2.0	1.0	1.0		-1.0
	D43 Law Enforcement Clerk	1.0	1.0	1.0		0.0
	D49 Office Specialist II	10.0	10.0	10.0		0.0
	D51 Office Specialist I	0.0	1.0	1.0		1.0
	D72 Client Services Technician	11.0	11.0	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					
	D03 Data Office Specialist	1.0	1.0	1.0		0.0
	D09 Office Specialist III	3.0	3.0	3.0		0.0
	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 Children's Counselor	7.0	6.0	6.0		-1.0
	Y23 Social Work Supervisor	3.0	3.0	3.0		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 2017 Positions		FY 2018	Amount Change
								Approved	Adjusted	Recommended	from 2017
											Approved
						Y31	Social Services Prg Mgr II	0.0	1.0	1.0	1.0
						Y32	Social Services Prg Mgr I	1.0	0.0	0.0	-1.0
						Y3A	Social Worker I	8.0	9.0	9.0	1.0
	050305		DFCS Staff Dev. and Training Fund 0001								
						Y3B	Social Worker II	20.0	27.0	27.0	7.0
						Y3C	Social Worker III	7.0	6.0	6.0	-1.0
<b>Total - Department of Family &amp; Children's Services</b>								655.5	668.0	682.0	26.5
<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	4.0	4.0	1.0
						B1P	Mgmt Analyst	23.0	25.0	25.0	2.0
						B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0
						B28	Internal Auditor III	1.0	1.0	1.0	0.0
						B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
						B2R	Admin Support Officer I	1.0	1.0	1.0	0.0
						B30	Internal Auditor II	1.0	1.0	1.0	0.0
						B6U	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	1.0	2.0	2.0	1.0
						D98	Account Clerk I	1.0	0.0	0.0	-1.0
						E45	Eligibility Worker III	0.0	1.0	1.0	1.0
						E46	Eligibility Worker II	0.0	1.0	1.0	1.0
						E87	Sr Account Clerk	1.0	1.0	1.0	0.0
						P65	SSA Application Dec Sup Spec II	14.0	14.0	14.0	0.0
						Q96	Community Worker-U	0.0	4.0	4.0	4.0
						V65	SSA Applctn Dec Supp Mgr	1.0	1.0	1.0	0.0
						W1T	Assoc Mgmt Analyst A -U	0.0	5.0	5.0	5.0
						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
						Y27	Employment Counselor III	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	6.0	6.0	6.0	0.0
						Y32	Social Services Prg Mgr I	13.0	13.0	13.0	0.0
						Y48	Social Work Coord II	2.0	2.0	2.0	0.0
	050402		DEBS Program Svcs Fund 0001								
						B1P	Mgmt Analyst	2.0	1.0	1.0	-1.0
						B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
						D72	Client Services Technician	2.0	2.0	2.0	0.0
						E44	Eligibility Work Supv	101.0	103.0	103.0	2.0



## Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	E45 Eligibility Worker III	356.0	319.0	319.0		-37.0
	E46 Eligibility Worker II	387.0	424.0	424.0		37.0
	E47 Eligibility Worker I	1.0	1.0	1.0		0.0
	E50 Eligibility Examiner	24.0	24.0	28.0		4.0
	E53 Social Services Prg Cntrl Supv	3.0	3.0	4.0		1.0
	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	107.5	154.0	156.0		48.5
	Y28 Employment Counselor II	32.5	0.0	0.0		-32.5
	Y29 Employment Counselor I	12.0	0.0	0.0		-12.0
	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	1.0	2.0	1.0		0.0
050403	DEBS Program Support Fund 0001					
	D09 Office Specialist III	73.0	56.0	56.0		-17.0
	D49 Office Specialist II	65.0	64.0	64.0		-1.0
	D72 Client Services Technician	100.0	117.0	117.0		17.0
	G82 Stock Clerk	3.0	3.0	3.0		0.0
	V33 Office Specialist II-U	1.0	2.0	2.0		1.0
050404	DEBS Trainees Fund 0001					
	E45 Eligibility Worker III	2.0	22.0	22.0		20.0
	E46 Eligibility Worker II	41.0	32.0	32.0		-9.0
	E47 Eligibility Worker I	45.0	30.0	30.0		-15.0
<b>Total - Department of Employment &amp; Benefit Svc</b>		<b>1,518.0</b>	<b>1,531.0</b>	<b>1,537.0</b>		<b>19.0</b>
<b>0505</b>	<b>Department of Aging and Adult Services Fund 0001</b>					
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	0.0		-1.0
	A7A Chief Dep Pub Admin/Guard/Cons	1.0	1.0	1.0		0.0
	B1J Mgmt Anal Prog Mgr II	0.0	1.0	1.0		1.0
	B1L Mgmt Analysis Prog Mgr I	1.0	0.0	0.0		-1.0
	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	1.0	1.0	1.0		0.0
	B2N Admin Support Officer III	1.0	1.0	1.0		0.0
	B3N Program Mgr II	1.0	0.0	0.0		-1.0
	B3P Program Mgr I	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	8.0	8.0	8.0		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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		E44	Eligibility Work Supv	1.0	1.0	1.0	1.0	1.0	0.0		
		E87	Sr Account Clerk	1.0	1.0	1.0	1.0	1.0	0.0		
		V24	Supv Estate Administrator	2.0	2.0	2.0	2.0	2.0	0.0		
		V37	Estate Administrator	12.0	12.0	12.0	12.0	12.0	0.0		
		V38	Estate Administrator Asst	2.0	2.0	2.0	2.0	2.0	0.0		
		V42	Estate Property Specialist	4.0	4.0	4.0	4.0	4.0	0.0		
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	1.0	1.0	0.0		
		Y30	Social Services Prg Mgr III	2.0	3.0	3.0	3.0	3.0	1.0		
		Y31	Social Services Prg Mgr II	3.0	1.0	1.0	1.0	1.0	-2.0		
		Y32	Social Services Prg Mgr I	1.0	2.0	2.0	2.0	2.0	1.0		
		Y50	Project Mgr	1.0	1.0	1.0	1.0	1.0	0.0		
050502	DAAS Program Svcs Fund 0001										
		B44	Deputy Public Guardian Asst	1.0	1.0	2.0	1.0	2.0	1.0		
		E46	Eligibility Worker II	1.0	1.0	1.0	1.0	1.0	0.0		
		S48	Public Health Nurse II	2.0	2.0	2.0	2.0	2.0	0.0		
		V45	Supv Deputy Public Guardian	4.0	4.0	4.0	4.0	4.0	0.0		
		V4B	Deputy Public Guardian-Conservator	31.0	31.0	31.0	31.0	31.0	0.0		
		Y23	Social Work Supervisor	13.0	13.0	13.0	13.0	13.0	0.0		
		Y3A	Social Worker I	13.0	13.0	13.0	13.0	13.0	0.0		
		Y3B	Social Worker II	78.0	76.0	76.0	76.0	76.0	-2.0		
		Y3C	Social Worker III	25.0	27.0	28.0	28.0	28.0	3.0		
		Y48	Social Work Coord II	1.0	1.0	1.0	1.0	1.0	0.0		
		Y49	Social Work Coord I	4.0	4.0	4.0	4.0	4.0	0.0		
050503	DAAS Program Support Fund 0001										
		C60	Admin Assistant	1.0	2.0	2.0	2.0	2.0	1.0		
		C76	Office Mgmt Coord	1.0	1.0	1.0	1.0	1.0	0.0		
		D03	Data Office Specialist	3.0	3.0	3.0	3.0	3.0	0.0		
		D09	Office Specialist III	25.0	24.0	24.0	24.0	24.0	-1.0		
		D49	Office Specialist II	8.5	8.5	9.5	8.5	9.5	1.0		
		D72	Client Services Technician	3.0	3.0	3.0	3.0	3.0	0.0		
		E65	Program Services Aide	6.0	6.0	6.0	6.0	6.0	0.0		
050504	Senior Nutrition Fund 0001										
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0	1.0	1.0		
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	0.0	0.0	-1.0		
		B77	Accountant III	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		
		D09	Office Specialist III	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	0.0		
		H54	Nutrition Services Mgr	1.0	1.0	1.0	1.0	1.0	0.0		
		R20	Managing Dietitian	2.0	2.0	2.0	2.0	2.0	0.0		
		Y31	Social Services Prg Mgr II	0.0	1.0	1.0	1.0	1.0	1.0		
		Y32	Social Services Prg Mgr I	1.0	0.0	0.0	0.0	0.0	-1.0		
<b>Total - Department of Aging and Adult Services Fund 0001</b>				286.5	286.5	288.5	288.5	288.5	2.0		
<b>Total - Children, Seniors, and Families</b>				3,096.0	3,118.0	3,129.5	3,129.5	3,129.5	33.5		



## Santa Clara Valley Health and Hospital System

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount
								Approved	Recommended	Change
								Adjusted		from 2017
									Approved	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		4.0	4.0	5.0	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			
	C82	Sr Health Care Program Mgr		0.0	0.0	1.0	1.0			
	C83	Health Care Program Mgr II		1.0	1.0	1.0	0.0			
	C84	Health Care Program Mgr I		1.0	1.0	1.0	0.0			
	D09	Office Specialist III		1.0	1.0	1.0	0.0			
	D49	Office Specialist II		1.0	0.0	0.0	-1.0			
	E06	Chief Registrar of Vital Stat		1.0	1.0	1.0	0.0			
	F5E	Vital Records Specialist II		2.0	4.0	4.0	2.0			
	F5F	Vital Records Specialist I		4.0	2.0	2.0	-2.0			
	G77	Warehouse Materials Handler		0.5	0.5	0.0	-0.5			
	J23	Sr Epidemiologist		2.0	2.0	2.0	0.0			
	J25	Epidemiologist II		5.5	4.0	4.0	-1.5			
	J26	Health Education Specialist		1.0	1.0	1.0	0.0			
	J28	Epidemiologist I		1.5	3.0	3.0	1.5			
	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	3.0	-2.0			
	B19	Health Program Spec		6.5	6.5	6.0	-0.5			
	B5X	Health Care Program Analyst II		1.0	1.0	0.0	-1.0			
	B5Y	Health Care Program Analyst I		1.0	0.5	0.5	-0.5			
	B6H	Health Planning Spec II		3.5	3.5	2.5	-1.0			
	C23	Prevention Program Analyst II		1.0	1.0	1.0	0.0			
	C24	Prevention Program Analyst I		2.0	2.0	1.0	-1.0			
	C60	Admin Assistant		1.0	1.0	0.0	-1.0			
	C82	Sr Health Care Program Mgr		1.0	1.0	1.0	0.0			
	C83	Health Care Program Mgr II		2.0	2.0	1.0	-1.0			
	D09	Office Specialist III		2.5	2.0	2.0	-0.5			
	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		3.5	3.5	2.5	-1.0			
	J27	Health Education Associate		4.0	4.0	4.0	0.0			
	R24	Public Health Nutritionist		3.5	3.5	3.0	-0.5			
	R2U	Sup Public Health Nutritionist		0.0	1.0	1.0	1.0			
	S08	Public Health Nutrition Assoc		2.0	2.0	2.0	0.0			
	W71	Sr Health Care Prog Analyst		1.0	1.5	1.5	0.5			



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		FY 2017 Positions		FY 2018	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2017
				Approved	Adjusted	Recommended	Approved
04103	Community, Health Services						
		B01	Health Planning Spec III	0.0	0.0	1.0	1.0
		C69	Public Health Nurse Mgr II	1.0	1.0	1.0	0.0
		C70	Public Health Nurse Mgr I	4.0	4.0	4.0	0.0
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
		D09	Office Specialist III	8.0	8.0	8.0	0.0
		E32	Public Health Assistant	11.0	11.0	11.0	0.0
		J26	Health Education Specialist	2.0	3.0	3.0	1.0
		R24	Public Health Nutritionist	1.0	1.0	1.0	0.0
		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	5.0	5.0	5.0	0.0
		W71	Sr Health Care Prog Analyst	0.0	0.0	1.0	1.0
04105	Family Health						
		B19	Health Program Spec	1.0	1.0	1.0	0.0
		B1W	Mgmt Aide	1.5	1.0	1.0	-0.5
		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	1.0	2.0	2.0	1.0
		D09	Office Specialist III	3.0	3.0	2.0	-1.0
		D1E	Sr Health Services Rep	11.0	11.0	11.0	0.0
		D2E	Health Services Rep	19.5	18.5	18.5	-1.0
		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	1.0	1.0	1.0	0.0
		E04	Public Health Community Spec	2.0	2.0	1.0	-1.0
		E32	Public Health Assistant	4.0	4.0	4.0	0.0
		J26	Health Education Specialist	3.0	4.0	5.0	2.0
		J27	Health Education Associate	3.0	3.0	3.0	0.0
		P04	Asst Public Health Officer	1.0	1.0	1.0	0.0
		R01	Chief CCS Therapist	1.0	1.0	1.0	0.0
		R02	Supervising CCS Therapist	4.0	4.0	4.0	0.0
		R04	Sr CCS Therapist	4.0	4.0	4.0	0.0
		R05	CCS Therapist I	17.0	15.5	15.5	-1.5
		R07	CCS Therapist II	9.0	10.5	10.5	1.5
		R24	Public Health Nutritionist	7.0	6.0	6.0	-1.0
		R2U	Sup Public Health Nutritionist	0.0	1.0	1.0	1.0
		R41	Therapy Aide	5.0	5.0	5.0	0.0
		S08	Public Health Nutrition Assoc	22.5	22.5	22.5	0.0
		S10	Utilization Review Supv	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 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
S12	Utilization Review Coordinator	18.0	16.0	16.0	-2.0				
S48	Public Health Nurse II	1.0	1.0	1.0	0.0				
W08	Health Education Associate-U	0.5	0.8	0.8	0.3				
W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
Y03	Medical Social Worker II	2.0	3.0	3.0	1.0				
Y3B	Social Worker II	1.0	1.0	1.0	0.0				
04106	Health Officer								
A5H	Deputy Dir, PH Operations	1.0	1.0	1.0	0.0				
B01	Health Planning Spec III	0.0	0.0	1.0	1.0				
B19	Health Program Spec	2.0	2.0	2.0	0.0				
B23	Sr Training & Staff Developmnt	0.0	0.0	1.0	1.0				
B2R	Admin Support Officer I	0.0	0.0	1.0	1.0				
B5X	Health Care Program Analyst II	0.5	0.5	0.5	0.0				
C60	Admin Assistant	1.0	2.0	2.0	1.0				
C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0				
D09	Office Specialist III	0.5	0.5	0.5	0.0				
D76	Medical Admin Assistant II	1.0	0.0	0.0	-1.0				
D8C	Medical Admin Asst II - ACE	0.0	1.0	1.0	1.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
P05	Deputy Public Health Officer	1.0	1.0	1.0	0.0				
P06	Public Health Officer	1.0	1.0	1.0	0.0				
P40	Pharmacist Specialist	1.5	2.0	2.0	0.5				
R26	Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0				
R27	Pharmacist	2.5	2.0	2.0	-0.5				
R29	Pharmacy Technician	5.0	5.0	5.0	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				
R62	Clinical Laboratory Scientist	0.0	0.0	1.0	1.0				
R7F	Medical Laboratory Asst III	2.0	2.0	2.0	0.0				
W71	Sr Health Care Prog Analyst	0.0	0.0	1.0	1.0				
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				
B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0				
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				
C23	Prevention Program Analyst II	0.0	0.0	1.0	1.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
C70	Public Health Nurse Mgr I	3.0	3.0	3.0	0.0				
C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
C82	Sr Health Care Program Mgr	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	2.0	2.0	-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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		D2E	Health Services Rep	2.0	3.0	3.0	1.0				
		E04	Public Health Community Spec	4.0	4.0	4.0	0.0				
		E32	Public Health Assistant	6.0	6.0	6.0	0.0				
		J26	Health Education Specialist	3.0	3.0	3.0	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	3.0	3.0	3.0	0.0				
		P7E	Sr Research & Evaluation Specialist	0.0	0.0	1.0	1.0				
		S45	Public Health Nurse Spec	1.0	1.0	1.0	0.0				
		S47	Public Health Nurse III	3.0	3.0	3.0	0.0				
		S48	Public Health Nurse II	11.5	15.0	15.0	3.5				
		S50	Public Health Nurse I	5.0	2.0	2.0	-3.0				
		S51	Communicable Disease Invest	12.0	12.0	15.0	3.0				
		W71	Sr Health Care Prog Analyst	3.0	3.0	3.0	0.0				
		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										
		B1P	Mgmt Analyst	2.0	2.0	2.0	0.0				
		B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	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	1.0	0.0	0.0	-1.0				
		B5Y	Health Care Program Analyst I	1.0	0.0	0.0	-1.0				
		C29	Exec Assistant I	2.0	2.0	2.0	0.0				
		C76	Office Mgmt Coord	0.0	1.0	1.0	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	1.0	1.0	1.0	0.0				
		S48	Public Health Nurse II	3.0	3.0	3.0	0.0				
<b>Total - Public Health</b>				<b>442.0</b>	<b>444.8</b>	<b>448.3</b>	<b>6.3</b>				
<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	1.0	0.0	0.0	-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				



## 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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		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	3.3	2.8	2.8			-0.5		
		S76	Clinical Nurse II	0.0	1.0	1.0			1.0		
		S7A	Clinical Nurse III - Step A	1.8	1.8	1.8			0.0		
		S7B	Clinical Nurse III - Step B	2.8	1.0	1.0			-1.8		
		S7C	Clinical Nurse III - Step C	1.8	3.6	3.6			1.8		
		S85	Licensed Vocational Nurse	2.0	2.0	1.0			-1.0		
		S89	Clinical Nurse I	0.5	0.0	0.0			-0.5		
041401	Adult Custody Med Svcs Fund 0001	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		
		C19	Exec Assistant II	0.0	1.0	1.0			1.0		
		C60	Admin Assistant	1.0	1.0	1.0			0.0		
		C76	Office Mgmt Coord	1.0	1.0	1.0			0.0		
		C82	Sr Health Care Program Mgr	1.0	1.0	1.0			0.0		
		C83	Health Care Program Mgr II	3.0	3.0	3.0			0.0		
		D02	Medical Unit Clerk	6.0	6.0	6.0			0.0		
		D09	Office Specialist III	3.5	3.5	3.5			0.0		
		E07	Community Worker	1.0	1.0	1.0			0.0		
		H18	Janitor	3.0	3.0	3.0			0.0		
		P13	Sr Mental Health Prog Spec	1.0	1.0	1.0			0.0		
		P76	Registered Dental Assistant	1.5	3.5	3.5			2.0		
		P78	Dental Assistant	1.0	0.0	0.0			-1.0		
		P95	Attending Psychologist	12.0	12.0	12.0			0.0		
		P96	Marriage & Family Therapist II	0.8	3.0	3.0			2.2		
		S31	Nrs Mgr Cld Shlt Cstdy Hlth	2.0	2.0	2.0			0.0		
		S57	Psychiatric Nurse II	6.0	6.0	6.0			0.0		
		S72	Q I Mgr - Acute Psych Svcs	1.0	1.0	1.0			0.0		
		S75	Clinical Nurse III	48.9	49.4	51.4			2.5		
		S76	Clinical Nurse II	9.2	9.2	9.2			0.0		
		S7A	Clinical Nurse III - Step A	7.8	7.0	7.0			-0.8		
		S7B	Clinical Nurse III - Step B	4.0	3.8	3.8			-0.2		
		S7C	Clinical Nurse III - Step C	1.0	2.0	2.0			1.0		
		S80	Admin Nurse II	4.0	4.0	4.0			0.0		
		S85	Licensed Vocational Nurse	14.5	14.5	13.5			-1.0		
		S93	Hospital Services Asst II	7.5	7.5	7.5			0.0		
		X15	Exec Assistant II-ACE	1.0	0.0	0.0			-1.0		
		Y41	Psychiatric Social Worker II	13.0	9.8	9.8			-3.2		
		Y42	Psychiatric Social Worker I	0.0	1.0	1.0			1.0		
041402	Adult Custody Mental Health Svcs Fund 0001	B6F	Mgr Adult Custody M H	1.0	1.0	1.0			0.0		



## 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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		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	3.0	3.0	1.0				
		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	1.0	1.0	-1.0				
		P95	Attending Psychologist	2.0	2.0	2.0	0.0				
		P96	Marriage & Family Therapist II	17.1	17.6	17.6	0.5				
		P97	Marriage & Family Therapist I	2.5	2.5	2.5	0.0				
		S12	Utilization Review Coordinator	0.5	0.5	0.5	0.0				
		S57	Psychiatric Nurse II	0.0	1.8	1.8	1.8				
		S5A	Staff Developer - Step A	0.0	0.0	1.0	1.0				
		S75	Clinical Nurse III	23.4	21.9	21.9	-1.5				
		S76	Clinical Nurse II	2.3	2.5	2.5	0.2				
		S7A	Clinical Nurse III - Step A	4.0	1.0	1.0	-3.0				
		S7B	Clinical Nurse III - Step B	2.0	4.0	4.0	2.0				
		S7C	Clinical Nurse III - Step C	1.0	1.0	1.0	0.0				
		S80	Admin Nurse II	1.0	1.0	1.0	0.0				
		S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0				
		Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
		Y41	Psychiatric Social Worker II	20.4	20.9	20.9	0.5				
		Y42	Psychiatric Social Worker I	2.0	1.0	1.0	-1.0				
<b>Total - Custody Health Services</b>								280.1	280.1	281.1	1.0

### 0415 Behavioral Health Services Department

041501	Mental Health										
		A5E	Dir. Behavioral Health Svcs	1.0	1.0	1.0	0.0				
		A5P	Dir, Children, Yth, & Fam Syst Care	0.0	1.0	1.0	1.0				
		A5Q	Behavioral Hlth Svcs Dept, Deputy Dir	0.0	1.0	1.0	1.0				
		A5R	Dir, Adult/Older Adult System Care	0.0	1.0	1.0	1.0				
		A5U	Behvrl Hlth Svcs Dept Qual Dir	0.0	1.0	1.0	1.0				
		A9H	Behavioral Health Medical Dir	1.0	1.0	1.0	0.0				
		B19	Health Program Spec	5.0	5.0	5.0	0.0				
		B1P	Mgmt Analyst	8.0	6.0	6.0	-2.0				
		B1R	Assoc Mgmt Analyst B	4.0	6.0	6.0	2.0				
		B1T	Assoc Mgmt Analyst A	3.0	4.0	4.0	1.0				
		B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
		B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0				
		B2K	Admin Serv Mgr III	0.0	1.0	1.0	1.0				
		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	3.5	3.5	3.5	0.0				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount
						Approved	Adjusted	Recommended	Change
		Job Class Code and Title							from 2017
						Approved	Adjusted	Recommended	Approved
		B3R	Deputy Dir Mntl Hlth Prg Ops	1.0	0.0			0.0	-1.0
		B5X	Health Care Program Analyst II	7.0	5.0			5.0	-2.0
		B5Y	Health Care Program Analyst I	3.0	3.0			3.0	0.0
		B72	Mental Health Division Manager	7.0	7.0			7.0	0.0
		B7F	Program Mgr/School-Linked Srv	1.0	1.0			1.0	0.0
		C06	Q I Coordinator II A&D Sv	0.0	2.0			2.0	2.0
		C23	Prevention Program Analyst II	3.0	4.0			4.0	1.0
		C24	Prevention Program Analyst I	1.0	0.0			0.0	-1.0
		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	4.0			5.0	3.0
		C83	Health Care Program Mgr II	15.0	16.0			17.0	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	11.0	12.0			12.0	1.0
		D1E	Sr Health Services Rep	6.0	6.0			6.0	0.0
		D1F	Mental Hlth Office Supervisor	8.0	8.0			9.0	1.0
		D2E	Health Services Rep	49.0	49.0			50.0	1.0
		D2J	Mental Health Peer Support Wrk	39.5	39.5			41.5	2.0
		D48	Patient Business Serv Clerk	1.0	1.0			1.0	0.0
		E07	Community Worker	16.5	16.5			16.5	0.0
		E33	Mental Health Community Worker	14.0	14.0			16.0	2.0
		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	21.5	20.5			20.5	-1.0
		P15	Mental Health Program Spc I	0.0	1.0			1.0	1.0
		P55	Psychiatrist	15.6	15.6			15.6	0.0
		P67	Rehabilitation Counselor	37.0	37.0			38.0	1.0
		P93	Clinical Psychologist	3.0	3.0			3.5	0.5
		P96	Marriage & Family Therapist II	26.5	29.5			29.5	3.0
		P97	Marriage & Family Therapist I	9.0	8.0			8.0	-1.0
		R13	Psychosocial Occ Therapist	1.5	1.5			3.5	2.0
		R1L	Speech Language Pathologist I	1.0	1.0			1.0	0.0
		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	7.0	7.0			7.0	0.0
		S9S	Mental Health Worker	1.5	1.5			1.5	0.0
		W1P	Mgmt Analyst-U	0.0	1.0			1.0	1.0
		W71	Sr Health Care Prog Analyst	4.0	6.0			6.0	2.0
		X15	Exec Assistant II-ACE	1.0	1.0			1.0	0.0
		Y41	Psychiatric Social Worker II	58.5	57.5			60.5	2.0
		Y42	Psychiatric Social Worker I	19.0	19.0			19.0	0.0
041502	Alcohol And Drug								



## 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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
						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	2.0	2.0	1.0
						B5Y	Health Care Program Analyst I	2.0	1.0	1.0	-1.0
						C06	Q I Coordinator II A&D Sv	6.0	7.0	7.0	1.0
						C23	Prevention Program Analyst II	5.0	4.0	4.0	-1.0
						C24	Prevention Program Analyst I	1.0	2.0	2.0	1.0
						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	9.0	9.0	9.0	0.0
						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	18.0	17.0	17.0	-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
						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	5.0	1.0
						P30	Clinical Standards Coord	2.0	2.0	2.0	0.0
						P55	Psychiatrist	1.0	1.0	1.0	0.0
						P67	Rehabilitation Counselor	23.0	24.0	24.0	1.0
						P7B	Dir of Research & Outcome Measure	1.0	1.0	1.0	0.0
						P7E	Sr Research & Evaluation Specialist	0.0	1.0	1.0	1.0
						P96	Marriage & Family Therapist II	20.0	21.0	21.0	1.0
						P97	Marriage & Family Therapist I	5.0	2.0	2.0	-3.0
						S75	Clinical Nurse III	1.0	1.0	1.0	0.0
						S76	Clinical Nurse II	0.0	1.0	1.0	1.0
						S85	Licensed Vocational Nurse	12.5	12.5	12.5	0.0
						S87	Psychiatric Technician II	1.0	1.0	1.0	0.0
						S89	Clinical Nurse I	1.0	0.0	0.0	-1.0
						W71	Sr Health Care Prog Analyst	4.0	3.0	3.0	-1.0
						X09	Sr Office Specialist	1.0	1.0	1.0	0.0
						X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
						Y41	Psychiatric Social Worker II	11.5	12.5	12.5	1.0



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount
		Job Class Code and Title		Approved	Adjusted	Recommended	Change	from 2017	Approved
		Y42	Psychiatric Social Worker I	4.0	4.0	4.0		0.0	
<b>Total - Behavioral Health Services Department</b>				639.1	652.1	667.6		28.5	
<b>0418</b>	<b>Community Health Services</b>								
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		50.5	50.5	47.0		-3.5	
	D44	Supv Patient Business Sv Clk		1.0	1.0	1.0		0.0	
	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	0.5	0.5		-1.0	
	S7A	Clinical Nurse III - Step A		0.0	1.0	1.0		1.0	
	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	
	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		2.0	2.0	2.0		0.0	
	S7A	Clinical Nurse III - Step A		2.0	2.0	2.0		0.0	



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2017 Positions	FY 2018	Amount	
								Approved	Adjusted	Recommended	Change
								Approved	Adjusted	Recommended	from 2017
								Approved	Adjusted	Recommended	Approved
4185	Community Clinics Fund 0001		J27	Health Education Associate				1.0	1.0	1.0	0.0
<b>Total - Community Health Services</b>								105.0	105.0	101.5	-3.5
<b>0420</b>	<b>Emergency Medical Services</b>										
2934	Emergency Medical Svcs Fund 0001		A9F	EMS Medical Director				1.0	1.0	1.0	0.0
			B1N	Sr Mgmt Analyst				1.0	1.0	1.0	0.0
			B20	Emergency Med Svcs Admin				1.0	1.0	1.0	0.0
			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	2.0	1.0
			G77	Warehouse Materials Handler				0.5	0.5	0.5	0.0
			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				8.0	8.0	8.0	0.0
			S2E	Sr Emergency Med Svcs Spclst				1.0	1.0	1.0	0.0
2822	State Homeland Security Grant -F0001		S09	Emergency Medical Serv Spclst				1.0	1.0	1.0	0.0
<b>Total - Emergency Medical Services</b>								18.5	18.5	19.5	1.0
<b>0725</b>	<b>Valley Health Plan</b>										
7259	VHP-Employee Wellness Program-F0380		B5X	Health Care Program Analyst II				1.0	1.0	0.0	-1.0
			C82	Sr Health Care Program Mgr				1.0	1.0	0.0	-1.0
			J26	Health Education Specialist				3.0	3.0	0.0	-3.0
			J45	Graphic Designer II				1.0	1.0	0.0	-1.0
072501	Valley Health Plan Group Fund 0380		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				1.0	1.0	1.0	0.0
			A4Y	VHP-Chief Bus Dev Officer				0.0	1.0	1.0	1.0
			A4Z	Dir, Information Sys-VHP				0.0	1.0	1.0	1.0
			A6A	Sr Financial Analyst				2.0	2.0	2.0	0.0
			A9G	VHP Chief Medical Officer				1.0	1.0	1.0	0.0
			B12	Manager, VHP Utilization Management				1.0	1.0	1.0	0.0
			B1N	Sr Mgmt Analyst				1.0	0.0	0.0	-1.0
			B1P	Mgmt Analyst				2.0	4.0	4.0	2.0
			B1R	Assoc Mgmt Analyst B				2.0	0.0	0.0	-2.0
			B2P	Admin Support Officer li				1.0	1.0	1.0	0.0
			B3N	Program Mgr II				7.0	8.0	8.0	1.0
			B3P	Program Mgr I				3.0	3.0	3.0	0.0
			B3V	Sr Mgmt Info Systems Analyst				1.0	9.0	9.0	8.0
			B5X	Health Care Program Analyst II				1.0	1.0	1.0	0.0
			B5Y	Health Care Program Analyst I				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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		B77	Accountant III	1.0	1.0	1.0	0.0				
		B7M	Dir of Health Education	1.0	1.0	1.0	0.0				
		B80	Accountant Auditor Appraiser	3.0	3.0	3.0	0.0				
		B89	Asst Dir Managed Care Programs	1.0	2.0	2.0	1.0				
		B9Q	Health Care Financial Manager	1.0	1.0	1.0	0.0				
		C02	VHP/Managed Care Compl Officer	1.0	1.0	1.0	0.0				
		C13	Healthcare Serv Bsns Dev Anal	7.0	6.0	6.0	-1.0				
		C19	Exec Assistant II	1.0	0.0	0.0	-1.0				
		C29	Exec Assistant I	2.0	2.0	2.0	0.0				
		C60	Admin Assistant	4.0	4.0	4.0	0.0				
		C82	Sr Health Care Program Mgr	2.0	2.0	2.0	0.0				
		C83	Health Care Program Mgr II	4.0	3.0	3.0	-1.0				
		C87	Q I Coord-SCVMC	3.0	3.0	3.0	0.0				
		D09	Office Specialist III	10.0	10.0	10.0	0.0				
		D25	VHP Member Services Rep	13.0	13.0	13.0	0.0				
		D2R	VHP Member Services Manager	1.0	1.0	1.0	0.0				
		D35	Valley Health Plan Assistant	7.0	7.0	7.0	0.0				
		D44	Supv Patient Business Sv Clk	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		D4M	VHP Claims Examiner	22.0	22.0	22.0	0.0				
		D51	Office Specialist I	1.0	1.0	1.0	0.0				
		D96	Accountant Assistant	1.0	1.0	1.0	0.0				
		F86	Mgmt Info Systems Analyst II	0.0	2.0	2.0	2.0				
		F89	Mgmt Info Systems Analyst I	0.0	1.0	1.0	1.0				
		F8B	Business Configuration Analyst	5.0	5.0	5.0	0.0				
		F8C	Sr Business Configuration Analyst	1.0	1.0	1.0	0.0				
		G12	Information Systems Mgr II	0.0	1.0	1.0	1.0				
		G14	Information Systems Mgr I	1.0	1.0	1.0	0.0				
		G28	Info Systems Analyst II	0.0	1.0	1.0	1.0				
		G65	Mgmt Info Svcs Project Mgr	0.0	1.0	1.0	1.0				
		G68	Mgmt Info Svcs Mgr II	0.0	1.0	1.0	1.0				
		G69	Mgmt Info Svcs Mgr I	0.0	1.0	1.0	1.0				
		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	6.0	6.0	6.0	0.0				
		P40	Pharmacist Specialist	1.0	1.0	1.0	0.0				
		P41	Physician-VMC	2.0	2.0	2.0	0.0				
		R2S	Pharmacy Data Specialist ? VHP	2.0	2.0	2.0	0.0				
		R56	Supv Pharmacist	1.0	1.0	1.0	0.0				
		S07	Q I Mgr-Ambulatory CHS	1.0	1.0	1.0	0.0				
		S10	Utilization Review Supv	2.0	2.0	2.0	0.0				
		S12	Utilization Review Coordinator	2.0	2.0	2.0	0.0				
		S19	Utilization Review Coord-VHP	12.0	12.0	12.0	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 2017 Positions		FY 2018	Amount Change
								Approved	Adjusted	Recommended	from 2017
											Approved
		V10	Assistant Claims Manager					2.0	2.0	2.0	0.0
		W71	Sr Health Care Prog Analyst					8.0	8.0	8.0	0.0
		X15	Exec Assistant II-ACE					0.0	1.0	1.0	1.0
		Y03	Medical Social Worker II					1.0	1.0	1.0	0.0
		Y5C	VHP Marketing & Comm Rep					0.0	2.0	2.0	2.0
<b>Total - Valley Health Plan</b>								176.0	195.0	189.0	13.0

0921	Santa Clara Valley Medical Center											
092106	SCVMC Operations Fund 0060											
	A14	Dir of Nursing Services					1.0	1.0	1.0	0.0		
	A15	Chief Financial Ofc SCVH & HS					1.0	1.0	1.0	0.0		
	A1D	Patient Quality & Safety Med Dir					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					1.0	1.0	1.0	0.0		
	A4X	Women?s & Children?s Hlth Med Dir					1.0	1.0	1.0	0.0		
	A5C	Dir, Clinical & Support Svcs					1.0	1.0	1.0	0.0		
	A5F	Director, Analytics and Reporting					1.0	1.0	1.0	0.0		
	A5K	Director of System Integration					1.0	1.0	1.0	0.0		
	A5L	Primary Care Medical Director					1.0	1.0	1.0	0.0		
	A5V	Whole Person Care Medical Dir					0.0	1.0	1.0	1.0		
	A5X	Dir of Info Sys-SCVHHS					0.0	1.0	1.0	1.0		
	A88	Director of Marketing SCVMC					1.0	1.0	1.0	0.0		
	A9M	Director of Materials Management					1.0	1.0	1.0	0.0		
	B01	Health Planning Spec III					1.0	1.0	1.0	0.0		
	B03	Media Specialist Coordinator					1.0	0.0	0.0	-1.0		
	B19	Health Program Spec					1.0	1.0	1.0	0.0		



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B1N	Sr Mgmt Analyst	7.0	7.0	6.0	-1.0				
B1P	Mgmt Analyst	6.0	6.0	6.0	0.0				
B1R	Assoc Mgmt Analyst B	3.0	4.0	4.0	1.0				
B1T	Assoc Mgmt Analyst A	2.0	1.0	1.0	-1.0				
B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0				
B2H	Admin Director, Lab	1.0	1.0	1.0	0.0				
B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0				
B2L	Admin Services Mgr I	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	1.0	0.0	0.0	-1.0				
B2Q	Asst Admin Director Lab	1.0	1.0	1.0	0.0				
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
B3A	Clinical Admin Suppt Offcr I	2.0	3.0	3.0	1.0				
B3B	Clinical Admin Suppt Offcr II	2.0	1.0	1.0	-1.0				
B3C	Clinical Admin Suppt Offcr III	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	8.0	8.0	9.0	1.0				
B3V	Sr Mgmt Info Systems Analyst	23.0	14.0	14.0	-9.0				
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	3.0	3.0	1.0				
B5C	Dir of Patient Business SRVC	1.0	1.0	1.0	0.0				
B5D	Dir, Licensing and Reg Affairs	1.0	1.0	1.0	0.0				
B5E	Health Care Service Line Director	1.0	1.0	1.0	0.0				
B5X	Health Care Program Analyst II	13.0	11.0	10.0	-3.0				
B5Y	Health Care Program Analyst I	7.0	8.0	8.0	1.0				
B5Z	Health Care Prog Analyst Assoc	1.0	2.0	2.0	1.0				
B76	Sr Accountant	4.0	4.0	4.0	0.0				
B77	Accountant III	4.0	5.0	5.0	1.0				
B78	Accountant II	1.0	3.0	3.0	2.0				
B7P	Public Communications Prg Mgr	1.0	1.0	1.0	0.0				
B80	Accountant Auditor Appraiser	6.0	3.0	3.0	-3.0				
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0				
B9C	Health Care Fin Analyst Assoc	4.0	5.0	5.0	1.0				
B9D	Health Care Fin Analyst I	2.0	0.0	0.0	-2.0				
B9E	Health Care Fin Analyst II	7.0	9.0	9.0	2.0				
B9F	Sr Health Care Fin Analyst	18.0	20.0	17.0	-1.0				
B9Q	Health Care Financial Manager	2.0	3.0	3.0	1.0				
B9R	Health Care Compliance Analyst	5.0	2.0	2.0	-3.0				
B9S	Professional Coding Analyst	6.0	6.0	9.0	3.0				
B9T	Hospital Em Preparedness Mgr	0.0	1.0	1.0	1.0				
C01	Medical Translator Coord	1.0	1.0	1.0	0.0				
C04	SCVHHS Controller	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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
						C05	Dir General Fund Financial Srv	1.0	1.0	1.0	0.0
						C0A	SCVHHS Assistant Controller	2.0	1.0	1.0	-1.0
						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	3.0	1.0	1.0	-2.0
						C29	Exec Assistant I	3.0	3.0	3.0	0.0
						C2A	Clinical Research Prog Dir	1.0	1.0	1.0	0.0
						C2B	Clinical Research Prog Mgr	1.0	1.0	1.0	0.0
						C2C	Clinical Support Program Crd	2.0	2.0	2.0	0.0
						C2D	Clinical Research Associate	1.0	2.0	3.0	2.0
						C2E	Clinical Research Asst II	2.0	2.0	2.0	0.0
						C2G	Enterprise Fund Budget Mgr	1.0	1.0	1.0	0.0
						C41	Compliance Officer	0.0	2.0	2.0	2.0
						C48	Revenue Control Analyst	5.0	5.0	5.0	0.0
						C59	Ambulatory Service Mgr	4.0	4.0	4.0	0.0
						C5C	Dir Care, Cont, Perf, An & Spt	1.0	1.0	0.0	-1.0
						C60	Admin Assistant	42.3	43.3	44.3	2.0
						C76	Office Mgmt Coord	0.0	1.0	1.0	1.0
						C82	Sr Health Care Program Mgr	5.0	9.0	9.0	4.0
						C83	Health Care Program Mgr II	1.0	3.0	3.0	2.0
						C84	Health Care Program Mgr I	3.0	3.0	3.0	0.0
						C87	Q I Coord-SCVMC	20.0	20.0	20.0	0.0
						C94	Mgr Of Volunteer Services	1.0	1.0	1.0	0.0
						C98	Public Communication Spec	1.0	1.0	1.0	0.0
						D02	Medical Unit Clerk	68.3	68.3	66.8	-1.5
						D08	Supv Health Services Rep II	7.0	7.0	7.0	0.0
						D09	Office Specialist III	24.1	22.6	22.6	-1.5
						D10	Supv Health Services Rep I	1.0	1.0	1.0	0.0
						D1E	Sr Health Services Rep	110.5	111.5	113.5	3.0
						D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0
						D22	Medical Staff Coord	1.0	1.0	1.0	0.0
						D29	House Staff Coord	4.0	4.0	4.0	0.0
						D2E	Health Services Rep	306.5	305.5	318.5	12.0
						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	20.0	20.0	1.0
						D48	Patient Business Serv Clerk	96.5	97.5	99.5	3.0
						D49	Office Specialist II	5.0	4.0	4.0	-1.0
						D4P	Spiritual Services Coordinator	2.0	2.0	2.0	0.0
						D50	Medical Translator	30.5	30.5	30.5	0.0
						D51	Office Specialist I	7.5	6.5	6.5	-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	29.5	29.5	29.5	0.0



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
D79	Medical Admin Assistant I	16.0	16.0	16.0		0.0
D87	Medical Transcriptionist	3.5	3.5	3.5		0.0
D8C	Medical Admin Asst II - ACE	2.0	2.0	2.0		0.0
D94	Supv Account Clerk II	3.0	4.0	4.0		1.0
D95	Supv Account Clerk I	2.0	1.0	1.0		-1.0
D96	Accountant Assistant	11.0	11.0	11.0		0.0
D97	Account Clerk II	29.5	29.5	29.5		0.0
D98	Account Clerk I	1.0	1.0	1.0		0.0
E04	Public Health Community Spec	2.0	2.0	2.0		0.0
E07	Community Worker	4.0	4.0	4.0		0.0
E20	Telecommunications Srv Spc	2.0	2.0	2.0		0.0
E28	Messenger Driver	5.0	6.0	6.0		1.0
E2A	Psychiatric Nurse II - Step A	1.0	2.0	2.0		1.0
E2B	Psychiatric Nurse II - Step B	1.0	0.0	0.0		-1.0
E2C	Psychiatric Nurse III- Step C	4.0	5.0	5.0		1.0
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	5.0	5.0	5.0		0.0
E87	Sr Account Clerk	0.0	1.0	1.0		1.0
F14	Legal Clerk	3.5	2.5	2.5		-1.0
F16	Legal Clerk Trainee	0.0	1.0	1.0		1.0
F68	Enterprise ITPS Manager	2.0	1.0	1.0		-1.0
F86	Mgmt Info Systems Analyst II	6.0	6.0	6.0		0.0
F89	Mgmt Info Systems Analyst I	1.5	0.5	0.5		-1.0
G11	Information Systems Mgr III	1.0	1.0	1.0		0.0
G12	Information Systems Mgr II	10.0	10.0	9.0		-1.0
G14	Information Systems Mgr I	19.0	12.0	12.0		-7.0
G1B	Valley Connection Svc Cnt Mgr	1.0	1.0	1.0		0.0
G1P	Business Info Tech Consultant	0.0	2.0	18.0		18.0
G26	Sr Systems Software Engineer	2.0	2.0	2.0		0.0
G28	Info Systems Analyst II	32.0	32.0	32.0		0.0
G29	Info Systems Analyst I	5.0	6.0	6.0		1.0
G38	Info Systems Tech III	5.0	5.0	5.0		0.0
G3A	Sr Info Technology Project Mgr	4.0	3.0	3.0		-1.0
G46	Network Engineer	5.0	6.0	6.0		1.0
G4L	Departmental Network Engineer	1.0	0.0	0.0		-1.0
G4N	Web Designer	1.0	1.0	1.0		0.0
G50	Info Systems Tech II	28.0	26.0	26.0		-2.0
G51	Info Systems Tech I	1.0	3.0	3.0		2.0
G52	Hospital Communications Opr	11.5	11.5	11.5		0.0
G5D	Information Tech Proj Mgr	1.0	3.0	6.0		5.0
G65	Mgmt Info Svcs Project Mgr	1.0	1.0	1.0		0.0
G66	Operating Room Storekeeper	6.8	6.0	6.0		-0.8
G68	Mgmt Info Svcs Mgr II	5.0	5.0	5.0		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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
						G69	Mgmt Info Svcs Mgr I	2.0	0.0	0.0	-2.0
						G6M	Mgmt Info Svcs Mgr III	3.0	3.0	3.0	0.0
						G6S	Systems Software Engineer I	13.0	10.0	10.0	-3.0
						G6T	Systems Software Engineer II	2.0	5.0	6.0	4.0
						G81	Storekeeper	11.0	11.8	12.8	1.8
						G82	Stock Clerk	29.9	29.9	30.9	1.0
						G84	Central Supply Distribtn Supv	7.0	7.0	8.0	1.0
						G85	Sr Business Info Tech Consult	1.0	2.0	4.0	3.0
						H12	Janitor Supervisor	11.0	11.0	12.0	1.0
						H17	Utility Worker	3.0	3.0	3.0	0.0
						H18	Janitor	226.6	226.6	241.1	14.5
						H30	Health Center Manager	14.0	14.0	14.0	0.0
						H39	Asst Dir Food Services	0.0	0.0	1.0	1.0
						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	7.0	7.0	7.0	0.0
						H60	Cook I	3.0	3.0	3.0	0.0
						H64	Dietetic Assistant	6.5	6.5	6.5	0.0
						H66	Food Service Worker II	7.0	7.0	7.0	0.0
						H67	Food Service Worker I	27.0	27.0	31.0	4.0
						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	138.9	138.4	138.4	-0.5
						J04	Coder III - Inpatient	6.0	6.0	6.0	0.0
						J05	Coder II	8.5	7.5	10.5	2.0
						J06	Coder I	0.0	1.0	1.0	1.0
						J07	Clinical Documentation Specialist	4.0	4.0	4.0	0.0
						J08	Coding Quality & Education Mgr	1.0	1.0	1.0	0.0
						J09	Dep Dir, Coding & Clin Doc Imp	1.0	1.0	1.0	0.0
						J10	Dir, Coding Doc & HIMS	1.0	2.0	2.0	1.0
						J1A	Epic Application Coordinator	30.0	48.0	48.0	18.0
						J1B	Epic Instructional Designer	12.0	13.0	13.0	1.0
						J1C	Epic Interface Analyst II	5.0	7.0	7.0	2.0
						J1E	Epic Report Writer II	10.0	6.0	2.0	-8.0
						J1G	Epic Senior Application Coordinator	28.0	15.0	15.0	-13.0
						J1I	Epic Senior Interface Analyst	2.0	2.0	2.0	0.0
						J1J	Epic Senior Report Writer	9.0	14.0	9.0	0.0
						J1K	Instructional Design Manager, SCVHHS	1.0	1.0	1.0	0.0
						J1L	Epic Server Systems Engineer I	2.0	0.0	0.0	-2.0
						J1M	Epic Server Systems Engineer II	3.0	5.0	5.0	2.0
						J1N	Epic Sr Server Systems Engineer	4.0	5.0	5.0	1.0
						J1Q	Epic Application Builder II	3.0	0.0	0.0	-3.0
						J1S	Epic Pharmacy Informaticist	7.0	7.0	7.0	0.0
						J1T	Meaningful Use Program Manager	1.0	1.0	1.0	0.0



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
J1U	Epic Application Manager	4.0	5.0	5.0	1.0					
J23	Sr Epidemiologist	1.0	1.0	1.0	0.0					
J25	Epidemiologist II	1.0	0.0	0.0	-1.0					
J26	Health Education Specialist	6.0	6.0	6.0	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	27.5	30.5	31.5	4.0					
J68	Health Information Clerk II	28.5	25.5	25.5	-3.0					
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	10.0	9.0	9.0	-1.0					
J78	Health Information Tech I	4.0	5.0	5.0	1.0					
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0					
K03	Biomedical Equipment Tech II	7.0	6.0	7.0	0.0					
K06	Biomedical Equipment Tech I	2.0	3.0	3.0	1.0					
K09	Biomedical Equipment Supervisor	1.0	1.0	1.0	0.0					
K16	Telecommunications Engineer	1.0	1.0	1.0	0.0					
K18	Sr Telecommunications Tech	1.0	1.0	1.0	0.0					
K19	Medical Equipment Repairer	3.0	3.0	3.0	0.0					
K79	GIS Technician II	1.0	0.0	0.0	-1.0					
K94	Electronic Repair Technician	7.0	7.0	7.0	0.0					
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0					
L35	Telecommunications Technician	5.0	5.0	5.0	0.0					
L67	Capital Projects Mgr III	3.0	4.0	4.0	1.0					
L68	Capital Projects Mgr II	2.0	1.0	1.0	-1.0					
M10	Work Center Manager	2.0	2.0	2.0	0.0					
M43	Project Control Specialist	1.0	1.0	1.0	0.0					
M47	General Maint Mechanic II	14.0	14.0	17.0	3.0					
M51	Carpenter	4.0	4.0	4.0	0.0					
M55	Sr Carpenter	1.0	1.0	1.0	0.0					
M59	Electrician	3.0	3.0	3.0	0.0					
M63	Sr Electrician	1.0	1.0	1.0	0.0					
M64	Sr Painter	1.0	1.0	1.0	0.0					
M65	Elevator Mechanic	1.0	1.0	1.0	0.0					
M68	Painter	2.0	2.0	2.0	0.0					
M75	Plumber	2.0	2.0	2.0	0.0					
M81	HVAC/R Mechanic	4.0	4.0	4.0	0.0					
M83	Locksmith	1.0	1.0	1.0	0.0					
M90	Sr Plumber	1.0	1.0	1.0	0.0					
M92	Sr HVAC/R Mechanic	1.0	1.0	1.0	0.0					
N23	Dir of Facilities SCVHHS	1.0	1.0	1.0	0.0					
N54	Dir of Nursing Prof Practice	1.0	1.0	1.0	0.0					
N56	Dir Valley Speciality Center	1.0	1.0	1.0	0.0					
N5A	Director of Care Management	1.0	1.0	1.0	0.0					
N93	Stationary Engineer	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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
						N95	Sr Hospital Stationary Enginr	3.0	3.0	3.0	0.0
						N96	Hospital Stationary Engineer	10.0	9.0	9.0	-1.0
						N9A	Institutional Review Board Administrator	1.0	1.0	1.0	0.0
						P34	Post Graduate Year V	7.0	7.0	7.0	0.0
						P35	Post Graduate Year IV	8.0	9.0	9.0	1.0
						P36	Post Graduate Year III	27.0	20.0	20.0	-7.0
						P37	Post Graduate Year II	22.0	28.0	28.0	6.0
						P39	Post Graduate Year I	49.0	49.0	49.0	0.0
						P40	Pharmacist Specialist	20.6	25.6	28.6	8.0
						P41	Physician-VMC	379.9	379.9	380.9	1.0
						P47	Optometrist	4.0	4.0	4.0	0.0
						P48	Ophthalmic Technician	1.8	1.8	1.8	0.0
						P55	Psychiatrist	57.0	57.0	58.0	1.0
						P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0
						P67	Rehabilitation Counselor	0.5	0.5	0.5	0.0
						P71	Operating Room Clerk	7.5	7.5	7.5	0.0
						P76	Registered Dental Assistant	17.0	17.0	21.0	4.0
						P7B	Dir of Research & Outcome Measure	1.0	1.0	1.0	0.0
						P81	Pharmacist Tech Sys Spec	1.0	1.0	1.0	0.0
						P82	Operating Room Aide	15.3	15.3	15.3	0.0
						P84	Obstetric Technician	5.3	5.3	5.3	0.0
						P85	Clinical Audiologist	1.0	1.0	2.0	1.0
						P95	Attending Psychologist	11.6	12.6	12.6	1.0
						P9A	Hospital Clinical Psych	6.3	6.3	6.3	0.0
						Q98	Dentist-U	12.9	12.9	15.9	3.0
						Q9H	Accounting Manager-SCVHHS - U	0.0	1.0	1.0	1.0
						R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0
						R10	Physical Therapist III	9.0	9.0	9.0	0.0
						R11	Physical Therapist II	31.8	29.8	32.8	1.0
						R12	Occupational Therapist III	4.0	4.0	4.0	0.0
						R13	Psychosocial Occ Therapist	2.0	2.0	2.0	0.0
						R15	Respiratory Care Prac I	2.4	3.5	3.5	1.1
						R17	Supv Respiratory Care Practnr	3.0	3.0	3.0	0.0
						R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	0.0
						R1A	Occupational Therapist II	18.6	17.6	19.6	1.0
						R1C	Recreation Therapist III	1.0	1.0	1.0	0.0
						R1D	Recreation Therapist II	3.8	4.8	5.8	2.0
						R1E	Sr Clinical Lab Scientist II	10.0	10.0	10.0	0.0
						R1F	Sr Clinical Lab Scientist I	64.5	65.5	67.5	3.0
						R1G	Asst Supv Clin Lab Scientist	7.0	7.0	7.0	0.0
						R1L	Speech Language Pathologist I	3.0	2.5	2.5	-0.5
						R1P	Physical Therapist I	14.0	16.0	16.0	2.0
						R1R	Recreation Therapist I	1.0	0.0	0.0	-1.0
						R1S	Respiratory Care Prac II	51.0	49.9	52.4	1.4
						R1T	Occupational Therapist I	6.0	7.0	7.0	1.0





## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R21	Clinical Dietitian I	7.5	3.5	4.5		-3.0
R25	Dir of Pharmacy Svcs SCVHHS	1.0	1.0	1.0		0.0
R26	Asst Dir of Pharmacy Services	2.0	2.0	2.0		0.0
R27	Pharmacist	106.5	104.0	101.9		-4.6
R29	Pharmacy Technician	142.1	147.1	150.1		8.0
R2C	Occupational Therapy Asst II	2.0	2.0	2.0		0.0
R2I	Pharmacy Assistant	10.0	11.0	11.0		1.0
R2L	Clinical Dietitian II	16.8	20.8	20.8		4.0
R2N	Clinical Nutrition Svcs Mgr	1.0	1.0	1.0		0.0
R30	Diagnostic Imaging Info Sys Mg	1.0	1.0	1.0		0.0
R31	Therapy Services Program Mgr	4.0	4.0	4.0		0.0
R32	Radiation Therapist	4.0	4.0	4.0		0.0
R33	Dir of Therapy Services	1.0	1.0	1.0		0.0
R37	Speech Language Path III	2.6	2.6	2.6		0.0
R38	Speech Language Path II	8.5	9.0	11.0		2.5
R39	Sr Diagnostic Img Info Sys Spc	2.0	2.0	2.0		0.0
R3D	Dosimetrist	1.0	1.0	1.0		0.0
R3P	Sr Psychosocial Occ Therapist	1.0	1.0	1.0		0.0
R48	Therapy Technician	10.0	10.0	14.0		4.0
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	12.0	13.0	13.0		1.0
R57	Cytotechnologist	0.5	0.5	0.5		0.0
R58	Sr Cytotechnologist	1.0	1.0	1.0		0.0
R59	Supv Clinical Lab Scientist	7.0	7.0	7.0		0.0
R62	Clinical Laboratory Scientist	11.0	11.0	11.0		0.0
R63	Urology Clinical Coord	1.0	1.0	1.0		0.0
R64	Physical Therapist Asst II	8.8	8.8	8.8		0.0
R65	Sr Histologic Technician	4.0	4.0	4.0		0.0
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0		0.0
R69	Physical Therapist Asst I	1.0	1.0	1.0		0.0
R6A	MRI Technologist - Angio	1.0	5.0	5.0		4.0
R6C	MRI Technologist - CT	7.0	3.0	3.0		-4.0
R70	Sr Hospital Clin Psychologist	1.5	1.5	1.5		0.0
R71	Dialysis Technician	24.0	24.0	24.0		0.0
R74	Medical Laboratory Asst II	85.5	85.5	87.5		2.0
R75	Medical Laboratory Assistant I	1.0	1.0	1.0		0.0
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	8.0	8.0	8.0		0.0
R7G	Medical Laboratory Technician	2.0	1.0	1.0		-1.0
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



**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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		R88	Diagnostic Imaging Tech II	6.0	2.0	2.5	-3.5				
		R8B	Diag Imaging Tech II-CT	6.6	9.6	9.6	3.0				
		R8C	Diag Imaging Tech I-Fluoroscopy	29.0	26.5	26.5	-2.5				
		R8D	Diag Imaging Tech I -Mammo	10.0	13.0	13.0	3.0				
		R8E	Diag Imaging Tech I-CT	14.0	13.0	13.0	-1.0				
		R8F	Diag Imaging Tech I-CT & Mammo	1.0	1.0	1.0	0.0				
		R8G	Diag Imaging Tech I-Clin Instr	2.5	4.0	4.0	1.5				
		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	5.0	5.0	5.0	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	50.0	50.0	3.0				
		S12	Utilization Review Coordinator	19.8	19.8	19.8	0.0				
		S18	Patient Services Case Coord	31.9	31.9	32.9	1.0				
		S1V	Cert Reg Nrs Anesthetist	4.0	5.0	5.0	1.0				
		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	10.0	14.0	14.0	4.0				
		S2B	Assistant Nurse Manager Step B	8.0	3.0	3.0	-5.0				
		S2C	Assistant Nurse Manager Step C	23.0	23.0	23.0	0.0				
		S2D	Surgery Scheduler	9.0	9.0	9.0	0.0				
		S33	Dir Inpatient Acute Care	1.0	1.0	1.0	0.0				
		S34	EKG Technician	9.0	9.0	9.0	0.0				
		S35	Clinical Nurse Specialist	4.5	4.5	4.5	0.0				
		S38	Staff Developer	10.8	11.8	11.8	1.0				
		S39	Nurse Coordinator	38.7	40.5	40.5	1.8				
		S3A	Nurse Coordinator - Step A	2.5	4.5	4.5	2.0				
		S3B	Nurse Coordinator - Step B	8.5	3.5	3.5	-5.0				
		S3C	Nurse Coordinator - Step C	4.3	6.3	6.3	2.0				
		S3D	Dir Crt Cr Emer & Perio Nrs	1.0	1.0	1.0	0.0				
		S3M	Monitor Technician	11.0	11.0	12.5	1.5				
		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	1.0	1.0	1.0	0.0				
		S53	Nrs Mgr Emergency Department	1.0	1.0	1.0	0.0				
		S54	Chief Radiation Therapist	1.0	1.0	1.0	0.0				
		S55	Nrs Mgr Operating Room Servs	1.0	1.0	1.0	0.0				
		S56	Infection Control Nurse Mgr	1.0	1.0	1.0	0.0				
		S57	Psychiatric Nurse II	73.0	72.0	72.0	-1.0				
		S59	Nurse Practitioner	78.9	77.0	81.0	2.1				



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2017	
Cost Center Number and Name		FY 2017 Positions		FY 2018	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S5A	Staff Developer - Step A	1.0	1.0	1.0	0.0	
S5B	Staff Developer - Step B	2.0	2.0	2.0	0.0	
S5C	Staff Developer - Step C	3.1	2.1	2.1	-1.0	
S62	Nrs Mgr Rehabilitation	2.0	2.0	2.0	0.0	
S63	Nrs Mgr Medical Surgical Nrsin	3.0	3.0	3.0	0.0	
S64	Nrs Mgr Mother Infant Cr Ctr	1.0	1.0	1.0	0.0	
S65	Nrs Mgr Labr Del Pernl Evl Prd	1.0	1.0	1.0	0.0	
S66	Nrs Mgr Artificial Kidney Unit	1.0	1.0	1.0	0.0	
S67	Nrs Mgr Pediatrics-ICU	1.0	1.0	1.0	0.0	
S68	Central Supply Tech I	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	6.5	6.5	0.5	
S6C	Ultrasonographer I - C	2.0	1.5	1.5	-0.5	
S71	Trauma Program Coord	1.0	1.0	1.0	0.0	
S72	Q I Mgr - Acute Psych Svcs	1.0	1.0	1.0	0.0	
S75	Clinical Nurse III	688.6	617.7	640.3	-48.3	
S76	Clinical Nurse II	138.2	168.6	168.6	30.4	
S7A	Clinical Nurse III - Step A	88.4	125.5	125.5	37.1	
S7B	Clinical Nurse III - Step B	37.5	28.0	28.0	-9.5	
S7C	Clinical Nurse III - Step C	53.7	53.2	53.2	-0.5	
S80	Admin Nurse II	12.3	11.3	11.3	-1.0	
S81	Nrs Mgr Neonatal ICU	1.0	1.0	1.0	0.0	
S84	Nrs Mgr Mental Health Nursing	2.0	2.0	2.0	0.0	
S85	Licensed Vocational Nurse	197.7	199.2	209.2	11.5	
S87	Psychiatric Technician II	13.0	13.0	13.0	0.0	
S89	Clinical Nurse I	63.2	73.8	73.8	10.6	
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	189.9	188.9	205.4	15.5	
S95	Hospital Services Asst I	12.2	11.2	11.2	-1.0	
S99	Per Diem Clinical Nurse	0.0	0.0	4.0	4.0	
S9B	Ultrasonographer II - B	11.8	9.8	9.8	-2.0	
S9C	Ultrasonographer II - C	3.0	3.0	3.0	0.0	
S9D	Ultrasonographer II - D	8.8	10.8	10.8	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	71.0	71.0	70.5	-0.5	
S9T	Patient Transporter	28.8	29.8	36.8	8.0	
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	46.5	46.5	46.5	0.0	
U9D	Supv Protective Svcs Officer	6.0	6.0	6.0	0.0	
V5F	Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0	



## Santa Clara Valley Health and Hospital System (Continued)

Agency Name		FY 2017 Positions		FY 2018	Amount
Budget Unit Number and Name		Approved	Adjusted	Recommended	Change
Cost Center Number and Name		from 2017			
Job Class Code and Title		Approved	Adjusted	Recommended	Approved
W67	Graduate Intern Pharmacist-U	10.0	10.0	13.0	3.0
W71	Sr Health Care Prog Analyst	14.0	15.0	16.0	2.0
X09	Sr Office Specialist	6.1	6.6	6.6	0.5
X15	Exec Assistant II-ACE	3.0	5.0	5.0	2.0
X17	Exec Assistant I-ACE	4.0	4.0	4.0	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	2.0	2.0	2.0	0.0
Y03	Medical Social Worker II	38.1	37.6	38.1	0.0
Y04	Medical Social Worker I	7.0	7.5	8.5	1.5
Y09	Genetic Counselor II	3.0	3.0	3.0	0.0
Y0A	Nurse Practitioner - Step A	2.0	4.5	4.5	2.5
Y0B	Nurse Practitioner - Step B	1.0	0.0	0.0	-1.0
Y0C	Nurse Practitioner - Step C	1.6	2.0	2.0	0.4
Y1A	Cert Reg Nrs Anesthetist Stp A	1.0	0.0	0.0	-1.0
Y41	Psychiatric Social Worker II	21.5	21.5	22.5	1.0
Z1B	Accounting Manager-SCVHHS	8.0	8.0	8.0	0.0
Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	0.0	-1.0
<b>Total - Santa Clara Valley Medical Center</b>		<b>5,976.0</b>	<b>5,992.5</b>	<b>6,157.0</b>	<b>181.0</b>
<b>Total - Santa Clara Valley Health and Hospital System</b>		<b>7,636.7</b>	<b>7,687.9</b>	<b>7,863.9</b>	<b>227.3</b>



## Housing, Land Use, Environment and Transportation

Agency Name	Budget Unit Number and Name	Cost Center Number and Name	Job Class Code and Title	FY 2017 Positions Approved	FY 2017 Positions Adjusted	FY 2018 Recommended	Amount Change from 2017 Approved
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### Environmental Resource Departments

#### 0260 Department of Planning and Development

026001	Planning & Development Fund 0001						
A1B	Dir Dept of Planning & Develop	1.0	1.0	1.0	0.0		
A2D	Building Official	1.0	1.0	1.0	0.0		
A2F	Planning Manager	1.0	1.0	1.0	0.0		
B1R	Assoc Mgmt Analyst B	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		
C5D	Code Enforcement Officer I	0.0	1.0	1.0	1.0		
C5E	Code Enforcement Officer II	0.0	4.0	4.0	4.0		
D09	Office Specialist III	7.0	7.0	7.0	0.0		
D55	Board Clerk I	1.0	0.0	0.0	-1.0		
D5H	Planning Commissions Clerk	0.0	1.0	1.0	1.0		
D96	Accountant Assistant	0.0	1.0	1.0	1.0		
D97	Account Clerk II	1.0	0.0	0.0	-1.0		
K66	Field Survey Technician II	1.0	1.0	1.0	0.0		
K79	GIS Technician II	2.0	1.0	1.0	-1.0		
K7G	GIS Analyst	1.0	2.0	2.0	1.0		
K81	Engineering Technician III	2.0	2.0	2.0	0.0		
L08	Sr Plan Check Engineer	3.0	3.0	3.0	0.0		
L09	Assoc Plan Check Engineer	7.0	7.0	7.0	0.0		
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		
L50	Engineering Geologist	0.5	0.5	0.5	0.0		
L76	Principal Planner	3.0	3.0	3.0	0.0		
L82	Permit Center Manager	1.0	1.0	1.0	0.0		
L83	Senior Planner	14.0	14.0	14.0	0.0		
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	11.0	11.0	11.0	0.0		
N27	Supv Construction Inspector	1.0	1.0	1.0	0.0		
N31	Sr Construction Inspector	2.0	2.0	2.0	0.0		
N33	Permit Technician I	6.0	5.0	5.0	-1.0		
N35	Permit Technician II	2.0	3.0	3.0	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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		V80	Zoning Investigator			3.0	0.0	0.0		-3.0	
		X15	Exec Assistant II-ACE			1.0	1.0	1.0		0.0	
<b>Total - Department of Planning and Development</b>						90.5	92.5	92.5		2.0	
<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	0.0	0.0		-1.0	
	T09	Park Ranger II				1.0	2.0	2.0		1.0	
	T14	Park Ranger I				0.0	1.0	1.0		1.0	
	T16	Park Maintenance Worker II				5.0	3.0	3.0		-2.0	
	T27	Sr Park Maintenance Worker				1.0	1.0	1.0		0.0	
	T2A	Parks Program Coordinator				1.0	1.0	1.0		0.0	
	T31	Park Interpreter				0.0	0.0	1.0		1.0	
	T32	Park Services Attendant				2.0	2.0	2.0		0.0	
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	
	T2A	Parks Program Coordinator				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	1.0	1.0		-1.0	
	T91	Park Natural Resource Prog Crd				1.0	2.0	2.0		1.0	
	W1R	Assoc Mgmt Analyst B-U				0.0	1.0	1.0		1.0	
5907	Planning & Dev Fund 0039										
	C34	Principal Real Estate Agent				0.0	1.0	1.0		1.0	
	C60	Admin Assistant				1.0	1.0	1.0		0.0	
	C72	Sr Real Estate Agent				1.0	0.0	1.0		0.0	
	C73	Assoc Real Estate Agent				2.0	2.0	2.0		0.0	
	D09	Office Specialist III				1.0	0.0	0.0		-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				1.0	2.8	2.8		1.8	
	L84	Associate Planner				2.8	1.0	1.0		-1.8	
5908	Construction Svcs Fund 0039										
	L16	Assoc Civil Engineer				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 2017 Positions		FY 2018	Amount
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved	Change	
								from 2017	
		L67	Capital Projects Mgr III	3.0	3.0	3.0	0.0		
		L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0		
		N31	Sr Construction Inspector	1.0	1.0	1.0	0.0		
071010	Administration Fund 0039								
		A56	Dir of Parks And Recreation	1.0	1.0	1.0	0.0		
		A68	Deputy Dir of Parks And Rec	2.0	2.0	2.0	0.0		
		B1N	Sr Mgmt Analyst	2.0	1.0	1.0	-1.0		
		B1P	Mgmt Analyst	4.0	5.0	5.0	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		
		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	0.0	0.0	-1.0		
		B2R	Admin Support Officer I	0.0	1.0	1.0	1.0		
		B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0		
		B76	Sr Accountant	1.0	1.0	1.0	0.0		
		B77	Accountant III	1.0	0.0	0.0	-1.0		
		B78	Accountant II	0.0	1.0	1.0	1.0		
		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	4.0	5.0	5.0	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		
		G5D	Information Tech Proj Mgr	0.0	1.0	1.0	1.0		
		G85	Sr Business Info Tech Consult	1.0	0.0	0.0	-1.0		
		T09	Park Ranger II	1.0	1.0	1.0	0.0		
		T22	Parks Training Coord	1.0	1.0	0.0	-1.0		
		T31	Park Interpreter	0.5	0.5	0.5	0.0		
071013	Park Operations Fund 0039								
		B6K	Mgr Park Ranger Operations	1.0	1.0	1.0	0.0		
		C60	Admin Assistant	1.0	1.0	1.0	0.0		
		T08	Sr Park Ranger	9.0	9.0	10.0	1.0		
		T09	Park Ranger II	39.0	28.0	28.0	-11.0		
		T14	Park Ranger I	0.0	9.0	9.0	9.0		
		T16	Park Maintenance Worker II	1.0	1.0	1.0	0.0		
		T27	Sr Park Maintenance Worker	0.0	0.0	1.0	1.0		
		T29	Park Ranger Supervisor	3.0	3.0	4.0	1.0		
		T32	Park Services Attendant	12.0	12.0	12.0	0.0		
		T37	Parks Rangemaster II	1.0	1.0	1.0	0.0		
		T38	Parks Rangemaster I	3.0	3.0	3.0	0.0		
071014	Park Maintenance Fund 0039								
		B6J	Mgr of Park Maintenance Svcs	1.0	1.0	1.0	0.0		



**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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		D09	Office Specialist III	1.0	1.0	1.0	1.0	1.0	0.0		
		G81	Storekeeper	1.0	1.0	1.0	1.0	1.0	0.0		
		G82	Stock Clerk	0.5	0.5	0.5	0.5	0.5	0.0		
		H17	Utility Worker	0.0	1.0	1.0	1.0	1.0	1.0		
		M17	Fleet Services Mechanic	1.0	1.0	1.0	1.0	1.0	0.0		
		M18	Fleet Services Asst Mechanic	1.0	1.0	1.0	1.0	1.0	0.0		
		T03	Park Field Support Mgr	1.0	1.0	1.0	1.0	1.0	0.0		
		T13	Park Equipment Operator	3.0	3.0	3.0	3.0	3.0	0.0		
		T16	Park Maintenance Worker II	41.0	36.0	37.0	37.0	37.0	-4.0		
		T17	Park Maintenance Worker I	0.0	3.0	3.0	3.0	3.0	3.0		
		T1C	Parks Trail Specialist	0.0	4.0	4.0	4.0	4.0	4.0		
		T27	Sr Park Maintenance Worker	10.0	10.0	10.0	10.0	10.0	0.0		
		T2A	Parks Program Coordinator	1.0	1.0	1.0	1.0	1.0	0.0		
		T30	Park Maintenance Supervisor	4.0	4.0	4.0	4.0	4.0	0.0		
		T93	Park Maintenance Crew Chief	1.0	1.0	1.0	1.0	1.0	0.0		
		T95	Park Maintenance Crafts Worker	4.0	4.0	4.0	4.0	4.0	0.0		
<b>Total - Parks and Recreation Department</b>				<b>224.3</b>	<b>225.3</b>	<b>230.3</b>	<b>230.3</b>	<b>230.3</b>	<b>6.0</b>		

**Agriculture and Environmental Management****0262 Agriculture and Environmental Mgmt**

1187	Recycling and Waste Reduction Div-F0037									
		B1N	Sr Mgmt Analyst	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	0.0	
		B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0	1.0	1.0	
		B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	1.0	1.0	0.0	
		B1W	Mgmt Aide	1.0	0.0	0.0	0.0	0.0	-1.0	
1188	Weed Abatement Fund 0031									
		X70	Weed Abatement Manager	1.0	1.0	1.0	1.0	1.0	0.0	
		X81	Weed Abatement Inspector	1.0	1.0	1.0	1.0	1.0	0.0	
1197	Household Hazardous Waste Fund 0030									
		B1N	Sr Mgmt Analyst	2.0	1.0	1.0	1.0	1.0	-1.0	
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0	1.0	1.0	
		V21	Hazardous Materials Tech	4.0	3.0	3.0	3.0	3.0	-1.0	
		V2B	Sr Hazardous Materials Spec	1.0	1.0	1.0	1.0	1.0	0.0	
		V52	Hazardous Materials Prgm Mgr	1.0	1.0	1.0	1.0	1.0	0.0	
5660	Agriculture Fund 0001									
		K80	GIS Technician I	1.0	1.0	1.0	1.0	1.0	0.0	
		V03	Deputy Agricultural Commissnr	2.0	2.0	2.0	2.0	2.0	0.0	
		V05	Agricultural Biologist III	5.0	9.0	9.0	9.0	9.0	4.0	
		V06	Agricultural Biologist II	4.0	2.0	2.0	2.0	2.0	-2.0	
		V07	Agricultural Biologist I	3.0	1.0	1.0	1.0	1.0	-2.0	
		V1B	AG Biologist/Canine Handler	0.0	1.0	1.0	1.0	1.0	1.0	
		V1D	AG Biologist/Canine Handler TR	1.0	0.0	0.0	0.0	0.0	-1.0	
5662	Clean Water Program - Fund 0001									





## 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 2017 Positions		FY 2018	Amount Change from 2017
						Approved	Adjusted	Recommended	Approved		
		B1P	Mgmt Analyst	1.0	2.0	2.0	1.0				
		B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
5663	Weights & Measures Fund 0001										
		V26	Deputy Sealer Weight Measures	1.0	1.0	1.0	0.0				
		V27	Weights & Measures Insp III	6.5	9.5	9.0	2.5				
		V28	Weights & Measures Insp II	1.0	1.0	1.0	0.0				
		V29	Weights & Measures Insp I	3.0	0.0	0.0	-3.0				
		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				
		V06	Agricultural Biologist II	0.0	1.0	1.0	1.0				
		V07	Agricultural Biologist I	2.0	1.0	1.0	-1.0				
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	1.0	2.0	3.0	2.0				
		B1P	Mgmt Analyst	3.0	1.0	1.0	-2.0				
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	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	1.0	2.0	2.0	1.0				
		B80	Accountant Auditor Appraiser	3.0	2.0	2.0	-1.0				
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	12.0	12.0	12.0	0.0				
		D49	Office Specialist II	3.0	2.5	2.5	-0.5				
		D96	Accountant Assistant	3.0	3.0	3.0	0.0				
		D97	Account Clerk II	1.0	1.0	1.0	0.0				
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
		G29	Info Systems Analyst I	1.0	1.0	1.0	0.0				
		V18	Sr Environmental Hlth Spec	1.0	1.0	1.0	0.0				
		V1C	AEM Operations Aide	2.5	2.5	3.5	1.0				
		V33	Office Specialist II-U	0.0	0.5	0.5	0.5				
		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										
		B3P	Program Mgr I	0.0	0.0	1.0	1.0				
		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				



## 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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		V5J	Veterinarian	1.0	1.0	1.5	0.5				
		V99	Animal Shelter Supervisor	1.0	1.0	1.0	0.0				
<b>Total - Agriculture and Environmental Mgmt</b>				114.5	113.5	116.5	2.0				
<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	2.0	2.0	1.0				
	G28	Info Systems Analyst II		1.0	2.0	2.0	1.0				
	G29	Info Systems Analyst I		2.0	0.0	0.0	-2.0				
	G50	Info Systems Tech II		1.0	1.0	1.0	0.0				
	N33	Permit Technician I		1.0	0.0	0.0	-1.0				
	N35	Permit Technician II		0.0	1.0	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		2.0	2.0	2.0	0.0				
	V14	Supv Environmental Health Spec		4.0	4.0	4.0	0.0				
	V16	Environmental Hlth Specialist		38.0	41.0	41.0	3.0				
	V17	Environmental Hlth Spcl Traine		3.0	0.0	0.0	-3.0				
	V18	Sr Environmental Hlth Spec		20.0	20.0	20.0	0.0				
026103	Toxics Solid & Haz Materials Fund 0030										
	Q12	Hazardous Materials Tech-U		0.0	0.0	2.0	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		2.0	2.0	2.0	0.0				
	V19	Hazardous Materials Spec II		12.0	12.0	12.0	0.0				
	V21	Hazardous Materials Tech		2.0	3.0	3.0	1.0				
	V2B	Sr Hazardous Materials Spec		5.0	5.0	5.0	0.0				
	V2C	Hazardous Materials Spec I		2.0	2.0	2.0	0.0				
	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				
	W1P	Mgmt Analyst-U		0.0	0.0	1.0	1.0				
<b>Total - Department of Environmental Health</b>				105.0	106.0	109.0	4.0				
<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		17.5	16.5	16.5	-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 2017 Positions		FY 2018	Amount Change from 2017
								Approved	Adjusted	Recommended	Approved
		X78	Vector Control Technician I	0.0	1.5	1.5	1.5				1.5
		X79	Vector Control Trainee	2.0	1.5	1.5	-0.5				
		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>								35.5	35.5	35.5	0.0

### Roads & Airports

#### 0603 Roads & Airports Department - Roads

6410	Roads & Airports Admin Fund 0023										
		A1R	Dir Roads & Airports Dept	1.0	1.0	1.0	0.0				
		A4S	Dep Dir, RDS & Airports-Admin	0.0	1.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B2K	Admin Serv Mgr III	1.0	0.0	0.0	-1.0				
		B2Y	Admin Support Officer II-ACE	1.0	1.0	1.0	0.0				
		B76	Sr Accountant	1.0	2.0	2.0	1.0				
		B77	Accountant III	3.0	2.0	2.0	-1.0				
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D5D	Human Resources Asst II	1.0	1.0	1.0	0.0				
		D96	Accountant Assistant	2.0	2.0	2.0	0.0				
		D97	Account Clerk II	4.0	4.0	4.0	0.0				
		G12	Information Systems Mgr II	1.0	1.0	1.0	0.0				
		G14	Information Systems Mgr I	1.0	1.0	1.0	0.0				
		G28	Info Systems Analyst II	1.0	1.0	1.0	0.0				
		G50	Info Systems Tech II	1.0	1.0	1.0	0.0				
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
060302	Roads & Fleet										
		B2N	Admin Support Officer III	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				
		D09	Office Specialist III	0.0	1.0	1.0	1.0				
		E28	Messenger Driver	1.0	0.0	0.0	-1.0				
		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				



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		FY 2017 Positions		FY 2018	Amount
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved	Change	from 2017
Job Class Code and Title							
	N65	Road Maintenance Worker III	53.0	53.0	53.0	0.0	
	N66	Road Maintenance Worker II	34.0	21.0	21.0	-13.0	
	N67	Road Maintenance Worker I	2.0	15.0	15.0	13.0	
	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	3.0	3.0	1.0	
	D34	Supv Clerk	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	G88	Electrical Storekeeper	1.0	1.0	1.0	0.0	
	K64	Chief of Party	2.0	2.0	2.0	0.0	
	K66	Field Survey Technician II	1.0	1.0	1.0	0.0	
	K79	GIS Technician II	1.0	1.0	1.0	0.0	
	K82	Engineering Technician II	1.0	1.0	1.0	0.0	
	K89	Electrical Systems Supervisor	1.0	1.0	1.0	0.0	
	K91	Sr Electrical Electronic Tech	11.0	11.0	11.0	0.0	
	K92	Electrical Electronic Tech	0.0	1.0	1.0	1.0	
	K93	Electrical Electronic Asst	4.0	3.0	3.0	-1.0	
	L12	County Transportation Planner	1.0	1.0	1.0	0.0	
	L14	Sr Civil Engineer	6.0	6.0	6.0	0.0	
	L16	Assoc Civil Engineer	17.0	18.0	18.0	1.0	
	L17	Land Surveyor	1.0	1.0	1.0	0.0	
	L18	Asst Civil Engineer	6.0	4.0	4.0	-2.0	
	L19	County Traffic Engineer	1.0	1.0	1.0	0.0	
	L20	Junior Civil Engineer	1.0	2.0	2.0	1.0	
	L24	Prinicpal Civil Engineer - RA	1.0	1.0	1.0	0.0	
	L26	Assoc Transportation Planner	1.0	1.0	1.0	0.0	
	N25	Materials Testing Supv	1.0	1.0	1.0	0.0	



## Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		FY 2017 Positions		FY 2018	Amount Change from 2017
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
N26	Manager of Construction	1.0	1.0	1.0	0.0					
N27	Supv Construction Inspector	1.0	1.0	1.0	0.0					
N30	Principal Construction Insp	2.0	2.0	2.0	0.0					
N31	Sr Construction Inspector	11.0	11.0	11.0	0.0					
N33	Permit Technician I	2.0	2.0	2.0	0.0					
N34	Materials Testing Tech II	2.0	2.0	2.0	0.0					
N63	Sign Shop Technician	1.0	1.0	1.0	0.0					
X09	Sr Office Specialist	1.0	0.0	0.0	-1.0					
<b>Total - Roads &amp; Airports Department - Roads</b>		<b>253.0</b>	<b>253.0</b>	<b>253.0</b>	<b>0.0</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	0.0					
B7N	Dir of County Airports	1.0	1.0	1.0	0.0					
C60	Admin Assistant	1.0	1.0	1.0	0.0					
T89	Airport Operations Supv	1.0	1.0	1.0	0.0					
T90	Airport Operations Worker	6.0	6.0	5.0	-1.0					
<b>Total - Roads &amp; Airports Dept - Airports</b>		<b>10.0</b>	<b>10.0</b>	<b>9.0</b>	<b>-1.0</b>					
<b>Total - Housing, Land Use, Environment and Transportation</b>		<b>832.8</b>	<b>835.8</b>	<b>845.8</b>	<b>13.0</b>					
<b>Total - Position Detail</b>		<b>17,718.7</b>	<b>17,886.0</b>	<b>18,246.5</b>	<b>527.7</b>					

