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To: **Board of Supervisors**

From: **David Twa, County Administrator**

Date: **February 2, 2009**

Contra Costa County

Subject: FY 2008-09 MID-YEAR BUDGET STATUS REPORT AND DEPARTMENT HEAD SUMMIT REPORT

RECOMMENDATION(S):

ACCEPT report regarding the mid-year status of the 2008/09 County Budget, the Department Head Summit, the State Budget, and the Economic Stimulus Package; and DIRECT the Auditor-Controller to suspend transfers to the Workers' Compensation Internal Services Fund for May and June.

FISCAL IMPACT:

This report is informational and will be used for planning purposes and budget development. Additional recommendations will be presented to the Board during Budget Hearings on March 17, 2009.

BACKGROUND:

The Administrator's Office annually reports the status of the Budget as of December 31 to determine whether departmental expenses and revenues to date are consistent with the spending plan adopted, and – in a normal year – amended from time to time, by the Board of Supervisors. Normally, mid-year reviews provide an opportunity to identify variances from anticipated expenditures and revenue receipts, and permit budget staff to confer with departments regarding the potential need for budgetary adjustments. This has not been a normal year.

☑ APPROVE ☐ OTHER

☑ RECOMMENDATION OF CNTY ADMINISTRATOR ☐ RECOMMENDATION OF BOARD COMMITTEE

Action of Board On: **02/24/2009** ☑ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes: Soren Chernell, Community Clinic Consortium; Mariana Moore, Contractors Alliance of Contra Costa; Rollie Katz, Public Employees' Union Local One.

VOTE OF SUPERVISORS

AYES 5 NOES

ABSENT ABSTAIN

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED:
February 24, 2009
David J. Twa, County

BACKGROUND: (CONT'D)

The Board of Supervisors has already taken action to reduce the County and Special District Budgets by over $90 million. The following is a summary of those actions (all reports are available on the internet www.co.contra-costa.ca.us www.co.contra-costa.ca.us under Budget Documents):

On **May 6, 2008**, the Board of Supervisors adopted a FY 2008/09 budget that included over $52 million in General Fund reductions in over $55 million in local cuts to baseline services.

On **August 12, 2008**, the Board of Supervisors received a report stating that anticipated assessed valuation had dropped from a projected 4% to 0.21% countywide. The lack of growth in assessed valuations translated to loss of anticipated General Fund revenue in the current year of $6.6 million included in over $12 million in Countywide loss from property tax revenue. TheCounty Administrator was directed to return to the Board with rebalancing solutions.

On **October 7, 2008**, the Board discussed a rebalancing report that had been forwarded from the Finance Committee. The Board agreed that the economic picture was not likely to improve in the short-term and requested that theCounty Administrator return with recommendations and appropriation adjustments to balance the local budget shortfall by spreading reductions evenly among agencies without the use of reserves.

On **October 28, 2008**, the Board met and adopted recommended FY 2008/09 local departmental cuts in the following funds/amounts: General Fund Reduction of $7.6 million ($6.6 property tax, $1.0 supplemental), Library Fund reduction of $0.8 million, Contra Costa County Fire Protection District reduction of $3.5 million, and East Contra Costa County Fire Protection District reduction of $1.4 million.

Additionally, due to further economic uncertainty, the County Administrator recommended and the Board authorized the Auditor-Controller to reduce the General Fund Reserve Designation by $10,000,000; and to transfer those funds to an appropriation for contingency. In effect, this action 'budgeted' $10,000,000 of one-time reserves in the current fiscal year budget. This action was recommended in case of further loss of General Fund revenue and was not to be construed as a cushion for any known problems. The plan was for theCounty Administrator to continue to work with departments throughout the year to achieve balanced year-end expenditures. The report ended with the direction that staff would return to the Board with final State funding reductions and plans to implement a no-growth FY 2009/10 budget. It was anticipated that a no-growth budget would include significant additional reductions for increased cost of doing business outside the County's control.

On **November 18, 2008**, the Board of Supervisor held a Budget Rebalancing/State Budget Workshop to discuss pending impacts on the FY 2008/09 Budget. TheCounty Administrator presented cost reduction options to rebalance the FY 2008/09 Budget to reflect state cuts and other revenue loss; and requested direction on additional action to be taken. The options presented would rebalance the FY 2008/09 Budget to reflect the known impact of State cuts and other local economic impacts on Employment and Human Services. TheCounty Administrator also requested Board direction regarding further action to be taken. The Board directed the County Administrator to return in December with specific balancing plans to address these losses and identify options for the possible saving of two specific programs – Adoptions and Foster Care Licensing. At the conclusion of the presentation, the County Administrator noted that the recommendations merely realigned the budget for the cuts to programs already known. The reductions made no progress in addressing the $28 billion looming State deficit, were not sufficient to balance the County budget, and additional reduction recommendations would be presented in January.

On **December 9, 2008**, the County Administrator returned to the Board with specific budget balancing recommendations, including alternatives to eliminating the Adoptions and Foster Care Licensing Programs. At the conclusion of the staff report, the Board received several hours of testimony from employees and members of the public who had received services from the County. The Board acknowledged the irony that because the County exists primarily to serve the most vulnerable populations, cuts in services necessarily impact the most vulnerable populations. Our County's problems are not unique in this respect, but indicative of local governments nationwide. The Board members expressed their anguish over the proposed cuts and acknowledged the sobering truth that additional local cuts would yet be necessary in order to address diminishing revenues and new trickle-down impacts from state and federal budget balancing initiatives. Staff was directed to work particularly with the Employment and Human Services Department to evaluate all cost savings possibilities to mitigate future budget reductions. However, the Board emphasized that every available dollar would be needed in all County departments and programs to address future reductions. The Board adopted over $20 million in General Fund reductions included in over $22 million in total funding reductions to adjust for the impact of State and other local revenue losses and directed the County Administrator to return with a lay-off resolution necessary to implement the reductions.

On **December 16, 2008,** the Board of Supervisors adopted a lay-off resolution with lay-offs effective December 31,

2008. The resolution authorized the deletion of certain positions in affected County departments, as approved by the Board of Supervisors on December 9, 2008. The Board authorized the Human Resources Department to implement the Tactical Employment Team Program (TETP), whose objective was to mitigate the negative impact that anticipated layoffs would have on County employees. The Board also directed the County Administrator to return to the Board with additional information regarding short- and long-term options originally presented to the Board on October 7, 2008, and a report from the County Assessor on property assessment activity. Finally, the Board again acknowledged that further State reductions and economic impacts would require subsequent adjustments to the FY 2008/09 Budget.

On **January 20, 2009**, the Board of Supervisors accepted a report regarding national and local economic impacts on Con Contra Costa County and acknowledged that the County Administrator had scheduled a Department Head Summit for January 30. In summary, the report noted the importance of the Board and community receiving local and national economic impact information in the context of potential impacts on services to Contra Costa County residents. It was noted that the magnitude of loss of revenue and increased service level demand in Contra Costa is more easily understood in the context of the national and local economy. The report projected a current year budget gap of $30 million and a FY 2009/10 gap of an additional $26 million. For a variety of reasons including the economic situation and the magnitude of the County's problem ($56 million), the County Administrator recommended developing a two year budget for fiscal years 2009/10 and 2010/11. It was anticipated that the budget would be adopted in early spring with program reductions and lay-offs effective in the current fiscal year. The report ended by noting that every attempt would be made during current labor negotiations to achieve savings to salvage services and jobs in Contra Costa.

On **February 3, 2009**, the Board of Supervisors declared its intent to adopt a FY 2009/10 General Fund budget that balances annual expenses and revenues; acknowledged that the known budget gap of over $56 million represents significant service reductions to our citizens and is in addition to the $90 million in reductions already made in the current fiscal year; acknowledged that the County Administrator held a Department Head Summit on January 30 to develop a strategy for dealing with the current budget crisis, the budget crisis over the next two years, and for weathering the storm and coming out of this stronger, and better able to serve our constituents; directed the County Administrator to return to the Board with a 'Summit Report' on February 24; affirmed the Board's commitment to defining the County's budget/core service policy on March 3; directed Department Heads to work closely with the County Administrator to achieve reduced net County costs pursuant to Board policy; directed Departments, in cooperation with Labor Relations, to begin the meet and confer process with employee representatives regarding the impact of potential program reductions on the terms and conditions of employment for affected employees; directed the County Administrator to return to the Board March 17 with a FY 2009/10 Recommended Budget that meets the above requirements; and designated Tuesday, March 17 for FY 2009/10 budget hearings (including Bielenson hearings if needed); and Tuesday, March 31 for adoption of the FY 2009/10 County and Special District Budgets.

Mid-Year Report Discussion

Normally, the mid-year budget status report is important in that it is based on a sufficient amount of experience during the budget year to permit a reasonably accurate assessment of how closely actual expenses and revenues are likely to track with the approved budget.

Our review of departmental budgets at this mid-year juncture suggests that departmental expenditures and revenues are performing substantially in accord with *expectations* and are projected to exceed the FY 2008/09 Adjusted Budget. However, as noted later in this report, there are several large variables which are affecting this projection. The Board is not being asked to take any corrective action at this time. Recommendations will be made as part of the Budget Hearings on March 17. This assessment could change based on intervening factors – e.g., revenue curtailments or program shifts by the State – that could affect current year costs and revenues and further substantially impact in a negative way our outlook for the ensuing fiscal year.

This report provides an overview of the status of the County's FY 2008/2009 Budget as of December 31, 2008. Included in this report are tables that summarize the County's General Fund mid-year fiscal condition (Attachments A, B, and C).

The County's implementation of its Board-approved FY 2008/09 adjusted spending plan is proceeding as anticipated; however a significant deficit remains. As of December 31, 2008, with 50% of the fiscal year having passed, actual expenditures for all County funds totaled 45.6% of planned spending, while actual revenues totaled 43.6% of amounts anticipated for the year. These figures compare unfavorably to 44.5% and 47.9% respectively for the same period last year and even more negatively when compared to the same period in fiscal year 2006/07 (43.8% and 45.5% respectively) and 2005/06 (42.6% and 44.2% respectively).

For the General Fund alone, actual expenditures totaled 50.1% of planned spending, and actual revenues totaled

37.7% of amounts anticipated for the year. As with all funds, these figures compare chiefly *unfavorably* to 47.5% and 39.0% respectively for the same period last year and when compared to the same period in fiscal year 2006/07 (47.0% and 39.7% respectively) and 2005/06 (46.4% and 38.6% respectively). Mid-year actual figures reflect not just continued tightening budgets but deficit spending. The specific dollar amounts were as follows:

ALL FUNDS
Second Quarter Summary

	Budget	Actual	Percent
Expenditures	$ 2,222,897,906	$ 1,012,714,358	45.6%
Revenues	$ 2,079,486,366	$ 905,663,493	43.6%

GENERAL FUND
Second Quarter Summary

	Budget	Actual	Percent
Expenditures	$ 1,273,535,308	$ 638,474,937	50.1%
Revenues	$ 1,248,034,742	$ 470,905,502	37.7%

GENERAL FUND
Second Quarter Expenditure Summary

	Budget	Actual	Percent
Wages & Benefits	$ 695,636,829	$ 343,730,270	49.4%
Services & Supplies	444,460,163	192,510,103	43.3%
Other Charges	266,001,156	137,726,553	51.8%
Fixed Assets	25,311,662	8,077,885	31.9%
Inter-departmental Charges	(167,874,502)	(43,569,874)	26.0%
Contingencies	10,000,000	0	0.0%
Total Expenses	$ 1,273,535,308	$ 638,474,937	50.1%

GENERAL FUND
Second Quarter Revenue Summary

	Budget	Actual	Percent
Taxes	$ 312,485,671	$ 188,195,363	60.2%
Licenses, Permits, Franchises	15,415,340	3,219,441	20.9%
Fines, Forfeitures, Penalties	14,684,786	2,403,100	16.4%
Use of Money & Property	6,281,302	4,340,648	69.1%
Federal/State Assistance	595,108,515	158,988,060	26.7%
Charges for Current Svcs	194,359,923	75,865,789	39.0%
Other Revenue	109,699,205	37,893,101	34.5%
Total Revenues	$ 1,248,034,742	$ 470,905,502	37.7%

As noted above, County expenditures and revenues at mid-year were outside of acceptable parameters given the Board approved budget. The difference between budgeted expenditures and revenues are due to prior year encumbrances, restricted reserves, and other carry forwards. The variances in anticipated expenses and revenue receipts are noted at the mid-year; the majority of this variance was anticipated due to the local and national economy.

Revenues

- Revenue from State and federal sources are typically late in being realized because much of it is based on expenditure claims paid in arrears. Normally departments that rely on State and Federal revenue experience a two-to three-month lag in revenues. Recent State actions have significantly increased these delays.
- As expected cash-flow and interest income have been impacted due to the State's delay in payments. The direct impact on revenue for fiscal year 2008/09 thus far has been the posting of negative interest to the General Fund

due to lack of cash. This was exacerbated by the County's inability to sell tax revenue anticipation notes (TRANs) this year.

Expenditures

- Normally salary costs are understated at mid-year. Unanticipated vacant positions lessen salary costs, though vacancy savings continue to lag behind prior years. Some reduction in permanent salary costs is anticipated in the second half of the fiscal year due to retirements, which tend to occur in March, however, the majority of this savings is spent in retiree pay-outs. The most significant savings are anticipated to come from the May 1 lay-offs.
- The most notable exceptional salary savings will be approximately $5.0 million from the recommended suspension of the May and June Workers' Compensation trust transfers should this recommendation be approved. The Workers' Compensation trust is significantly above the County's established minimum funding level of 80% and will remain so given this recommendation.
- Employee benefit costs are understated at mid-year because the budget includes appropriations for health insurance cost increases that did not become effective until the end of the second quarter, December 31, 2008. Actual expenses for employee health insurance will increase the second half of the year and will exceed budget amounts as these increases were not budgeted.
- Service and supplies costs are generally understated throughout most of the fiscal year because of the time required to process payments to vendors and contractors. This payment cycle averages one month in arrears. Additionally, in very tight fiscal years – as this one is – departments tend to wait later in the year to make purchases to ensure that resources are not needed elsewhere.

General Purpose Revenue

General Purpose budgeted revenues, adjusted October 2008, total $349 million spread over approximately 50 accounts. It consists primarily of $292.0 million in taxes for current property. Of the taxes for current property, $171.2 million is current secured, $5 million is supplemental, $5.2 million is unitary, $104.5 million is Property Tax in Lieu of Vehicle License Fees (from non-realignment vehicle license fees) and $5.9 million is current unsecured. Other significant budgeted revenue is real property transfer tax ($5.5 million), supplemental roll changes ($4 million), sales tax ($13.0 million), and interest income ($5 million). Based on six months of experience, General Purpose Revenues are not expected to meet budgeted levels. This projection is contingent upon several significant factors. All of these factors are affected by the housing market – the most significant being Proposition 8 reassessments and prior year adjustments. Additionally, State delays of payment will negatively impact interest earnings. It is quite possible that interest earnings for the General Fund will end the year in the red.

In Summary, the over-all County General Fund budget is not balanced, the following four departments are currently projected to exceed their General Fund allocations:

Conflict Defense

The County's contract with the Contra Costa County Bar Association is projected to exceed its General Fund allocation by $2.1 million. This deficit is attributed to the ever increasing number of capital cases and the complexity of those cases. This program is 100% funded by the General Fund and will not be balanced in the current year.

District Attorney

The County Administrator continues to project a budget shortfall in the Office of the District Attorney in the amount of $2.1 million. This shortfall is above the 'soft landing allocation' of $600,000 extended to the District Attorney for the current fiscal year. The District Attorney's budget continues to be affected by significant exposure to state and local revenue reductions and unforeseen retirement buyback conversions. In addition to State revenue reductions implemented by the Board on December 16, 2008, two Anti-Gang grants totaling $287,920 may be abolished by the State in the current fiscal year; Proposition 172 and sales tax realignment funding shortfalls are projected to be $851,068 and $21,415 respectively; and city prosecution contract revenue has been reduced by $164,803 due to cities cancelling and reducing services. Salaries and benefits costs are projected to be $1,171,209 over budget due to unforeseen retirement buyback expenses totaling $557,276 through December and a combined overrun of $410,423 in temporary salary and permanent overtime costs. Temporary salary costs have increased as the department has made use of temporary positions as a cost savings measure in an attempt to preserve service levels. The District Attorney has pro-actively submitted a corrective action plan to mitigate $1,361,523 of the projected current year shortfall, although the County Administrator can only recommend supporting the use of $670,118 of the proposal. Due to the magnitude of the shortfall entering fiscal year 2009/10, immediate layoffs or a substantial increase in the general fund allocation to

the department is recommended to establish a sustainable base of services for the foreseeable future. Taking into account the projected timetable for economic recovery on the federal, state, and local levels, continuing to deplete one-time funding sources is not a viable solution.

Employment and Human Services (EHSD)

The County Administrator and EHSD are projecting a $6.4 million deficit over the identified Budget Rebalancing package which was approved by the Board of Supervisors on December 9, 2008. The rebalancing plan approved by the Board did not include an estimated $6.5 million for In Home Supportive Services (IHSS). The estimated over expenditures results from a combination of salary increases granted in the collective bargaining agreement between IHSS Public Authority and the SEIU United Health Care Workers West and an increase in the number of clients and hours of service. The costs associated with these increases were never actually appropriated into EHSD's Budget.

EHSD staff anticipates that the department will end the year with a deficit of $6.4 million due to IHSS and a slight savings from workers' compensation. In an attempt to mitigate the anticipated over expenditure, all purchases, hires, and expenditures of any kind are being closely monitored. Additionally, County Administrator staff is working with the department on a rebalancing plan.

Health Services

The County Administrator and Health Services Department had projected a budget shortfall in the Health Services Department in the amount of $4 million, due to projected contractual savings that have not materialized. Through a herculean effort, the Health Services Department has implemented a corrective action plan, which includes restructuring the ambulatory care delivery system, securing additional grant funds through the Coverage Initiative (Federal), receiving final approval for a Health Plan intergovernmental transfer, and streamlining the system through reclassification and other personnel items. The Department and County Administrator are projecting a balanced budget for Health Services.

Sheriff-Coroner

The County Administrator continues to project a budget shortfall in the Office of the Sheriff in the amount of $3,000,000. This shortfall is acceptable based on the $5,000,000 'soft landing allocation' extended to the Sheriff for the current fiscal year. The Sheriff has been working diligently to identify opportunities for increased revenue and additional cost savings measures, several of which have been implemented. Lower than expected attrition and significant shortfalls in Proposition 172 funding have made it difficult to achieve the structural balance needed to enter fiscal year 2009/10 at a sustainable level. Additional reductions will be necessary to balance the department's fiscal year 2009/10 operational budget due to further reductions in local revenue and the expiration of one-time revenue sources used to balance the current year budget. The Sheriff continues to make regular status reports to the Public Protection Committee regarding progress in analyzing impacts to services provided by the department. Due to the magnitude of the shortfall entering fiscal year 2009/10, immediate layoffs or a substantial increase in the general fund allocation to the department is recommended to establish a sustainable base of services for the foreseeable future. Taking into account the projected timetable for economic recovery on the federal, state, and local levels, continuing to deplete one-time funding sources is not a viable solution.

Library and Special Districts

Reductions in property taxes and other related revenues have impacted many of the County's Special Districts and the County Library Fund.

East Contra Costa Fire Protection District

The East Contra Costa Fire Protection District's general operating fund is projected to have a net fund cost of $194,000 this fiscal year. The District began the year with $6.4 million in reserves and will end the year with $6.2 million. Original projections had been worse however the District has addressed part of the property tax revenue problem by postponing remodels that had been scheduled for older stations. Preliminary revenue estimates suggest that in excess of $1.7 million will be spent in fiscal year 2009/10.

Contra Costa County Fire Protection District

The Contra Costa County Fire Protection District's general operating fund is projected to have a net fund cost of $5.8 million this fiscal year. The District began the year with $18.9 million in reserves and will end the year with $13.1 million. Preliminary revenue estimates suggest that in excess of $7.9 million will be spent in fiscal year 2009/10. Given no operational changes, this would leave the District with only $5.2 million in reserves. The District is aware that the economy is not expected to improve dramatically by June 2010 and has begun developing a plan for the FY

2009/10 budget.

Library

The Contra Costa County Library's general operating fund is projected to have a net fund cost of $3.5 million this fiscal year. The Library began the year with $10.3 million in reserves and will end the year with $6.8 million. In fiscal year 2009/10 the Library is adjusting operating expenditures to meet the estimated revenue levels, however they do anticipate using approximately $1.7 million in designated reserves for capital and equipment automation expenditures. The estimated gross fund balance for June 30, 2010 is $5.1 million.

CONCLUSION OF MID-YEAR STATUS

There are no simple solutions. As noted, the overall General Fund budget is not balanced and is expected to exceed budgeted amounts at year end by approximately $26 million (down from the projected $30 million due to the Hospital Enterprise Fund corrective actions). A hiring freeze has been implemented to achieve a current year savings and to fix seniority lists in anticipation of lay-offs scheduled for May 1. Additionally, the County Administrator has recommended that fiscal year 2009/10 reductions be made immediately after adoption of the local budget and no later than April 1, 2009. These actions will help improve fund balance this fiscal y

Fiscal Year 2008-09
Second Quarter
General Fund

Department	Budgeted Revenue	Actual Revenue	Actual as % of Budget	Budgeted Expenses	Actual Expenses	Actual as % of Budget
BOARD OF SUPERVISORS	$ 2,293,538	$ 1,304,443	56.9%	$ 7,835,839	$ 2,513,307	32.1%
GENERAL COUNTY SERVICES	6,979,967	2,773,799	39.7%	17,210,510	11,412,066	66.3%
COUNTY ADMINISTRATOR	12,583,763	4,518,040	35.9%	20,987,308	8,652,826	41.2%
GENERAL COUNTY REVENUES	358,773,839	196,863,356	54.9%	0	5	0.0%
PERSONNEL	6,414,071	1,737,757	27.1%	9,491,780	3,778,328	39.8%
AUDITOR-CONTROLLER	4,640,991	1,567,266	33.8%	8,008,000	3,791,327	47.3%
PLANT ACQUISITION	5,352,450	198,073	0.0%	19,273,594	5,048,875	26.2%
TREASURER-TAX COLLECTOR	3,430,500	1,892,151	55.2%	5,308,412	2,442,684	46.0%
ASSESSOR	1,412,500	314,634	22.3%	16,345,900	8,972,590	54.9%
COUNTY COUNSEL	3,493,080	1,391,980	39.8%	5,316,701	3,238,829	60.9%
HEALTH SERVICES	173,090,407	41,390,158	23.9%	282,742,194	140,932,761	49.8%
EMPLMNT & HUMAN SVCS	350,364,895	97,216,553	27.7%	377,563,865	201,901,884	53.5%
SUPERIOR COURT-JURY COMM	8,937,168	3,442,552	38.5%	20,346,559	8,446,361	41.5%
JUSTICE SYSTEM PLANNING	893,747	225,096	25.2%	4,282,145	2,370,489	55.4%
COUNTY CLERK-RECORDER	10,893,839	5,670,207	52.0%	14,065,527	7,544,180	53.6%
SHERIFF-CORONER	128,006,024	38,683,040	30.2%	194,151,514	94,242,852	48.5%
PROBATION	23,296,655	7,318,442	31.4%	61,361,489	30,574,820	49.8%
AGRICULTURE-WEIGHTS/MEAS	3,291,046	639,614	19.4%	5,257,070	2,572,845	48.9%
CONSERVATION AND DEVELOPMENT	25,133,301	9,825,993	39.1%	25,611,929	10,927,430	42.7%
ANIMAL SERVICES	6,474,123	3,544,843	54.8%	10,382,229	4,816,474	46.4%
DISTRICT ATTORNEY	17,459,079	4,806,125	27.5%	29,011,149	15,697,167	54.1%
PUBLIC DEFENDER	50,057	18,367	36.7%	19,061,755	9,508,468	49.9%
PUBLIC WORKS	60,359,257	25,746,530	42.7%	60,622,035	33,261,578	54.9%
GENERAL SERVICES	34,265,446	19,758,985	57.7%	48,229,795	25,310,886	52.5%
MISCELLANEOUS SERVICES	145,000	57,500	39.7%	1,068,009	515,903	48.3%
APPROPRIATIONS FOR CONTINGENCIES	0	0	0.0%	10,000,000	0	0.0%
TOTAL	**$ 1,248,034,743**	**$ 470,905,504**	**37.7%**	**$ 1,273,535,308**	**$ 638,474,935**	**50.1%**

Attachment A

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**01**	0001	DEPARTMENT OF SUPERVISORS		
		E1000	SALARIES AND BENEFITS	3,353,271	1,627,642
		E2000	SERVICES AND SUPPLIES	1,671,553	663,322
		E3000	OTHER CHARGES	1,400	877
		E5000	EXPENDITURE TRANSFERS	123,250	(26)
		GRSCST	GROSS EXPENDITURES	5,026,224	2,291,841
		TOTEXP	TOTAL EXPENDITURES	5,149,474	2,291,815
		R9200	LICENSE/PERMIT/FRANCHISES	169,000	73,523
		R9600	CHARGES FOR SERVICES	408,579	55,320
		R9800	MISCELLANEOUS REVENUE		1,000
		TOTREV	GROSS REVENUE	577,579	129,843
		NETCOST	NET COUNTY COST (NCC)	4,571,895	2,161,972
100300	**01**	0007	BOARD MITIGATION PROGRAMS		
		E2000	SERVICES AND SUPPLIES	2,094,430	398,999
		E3000	OTHER CHARGES	505,085	
		E5000	EXPENDITURE TRANSFERS		(185,494)
		GRSCST	GROSS EXPENDITURES	2,599,515	398,999
		TOTEXP	TOTAL EXPENDITURES	2,599,515	213,505
		R9100	TAXES OTHER THAN CUR PROP	725,000	189,554
		R9600	CHARGES FOR SERVICES	960,000	985,047
		TOTREV	GROSS REVENUE	1,685,000	1,174,600
		NETCOST	NET COUNTY COST (NCC)	914,515	(961,095)
100300	**01**	0036	PERSONNEL MERIT BOARD		
		E1000	SALARIES AND BENEFITS	42,496	4,259
		E2000	SERVICES AND SUPPLIES	44,354	3,728
		GRSCST	GROSS EXPENDITURES	86,850	7,987
		TOTEXP	TOTAL EXPENDITURES	86,850	7,987
		R9600	CHARGES FOR SERVICES	30,959	
		TOTREV	GROSS REVENUE	30,959	
		NETCOST	NET COUNTY COST (NCC)	55,891	7,987
100300	**02**	0025	MANAGEMENT INFO SYSTEMS		
		E1000	SALARIES AND BENEFITS	25,248	
		E2000	SERVICES AND SUPPLIES	1,400,423	475,275
		E3000	OTHER CHARGES	64,000	6,309
		E5000	EXPENDITURE TRANSFERS	(100,000)	
		GRSCST	GROSS EXPENDITURES	1,489,671	481,583
		TOTEXP	TOTAL EXPENDITURES	1,389,671	481,583
		R9600	CHARGES FOR SERVICES	200,000	209,827
		R9800	MISCELLANEOUS REVENUE		250,440
		TOTREV	GROSS REVENUE	200,000	460,267
		NETCOST	NET COUNTY COST (NCC)	1,189,671	21,316
100300	**02**	0135	ECONOMIC PROMOTION		
		E2000	SERVICES AND SUPPLIES	54,573	35,989
		GRSCST	GROSS EXPENDITURES	54,573	35,989
		TOTEXP	TOTAL EXPENDITURES	54,573	35,989
		R9500	INTERGOVERNMENTAL REVENUE		12,600
		TOTREV	GROSS REVENUE		12,600
		NETCOST	NET COUNTY COST (NCC)	54,573	23,389

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**02**	0145	EMPLOYEE/RETIREE BENEFITS		
		E1000	SALARIES AND BENEFITS	1,340,524	642,815
		E2000	SERVICES AND SUPPLIES	2,029,102	701,035
		E4000	FIXED ASSETS	89,000	
		GRSCST	GROSS EXPENDITURES	3,458,626	1,343,851
		TOTEXP	TOTAL EXPENDITURES	3,458,626	1,343,851
		R9800	MISCELLANEOUS REVENUE		133,328
		TOTREV	GROSS REVENUE		133,328
		NETCOST	NET COUNTY COST (NCC)	3,458,626	1,210,523
100300	**02**	0150	INSURANCE AND RISK MGMT		
		E1000	SALARIES AND BENEFITS	3,961,545	1,777,704
		E2000	SERVICES AND SUPPLIES	5,049,128	(491,868)
		E3000	OTHER CHARGES	3,099,721	5,996,491
		E4000	FIXED ASSETS	73,393	
		E5000	EXPENDITURE TRANSFERS	23,853	11,257
		GRSCST	GROSS EXPENDITURES	12,183,787	7,282,327
		TOTEXP	TOTAL EXPENDITURES	12,207,640	7,293,584
		R9200	LICENSE/PERMIT/FRANCHISES	468,000	205,892
		R9800	MISCELLANEOUS REVENUE	6,311,967	1,961,711
		TOTREV	GROSS REVENUE	6,779,967	2,167,603
		NETCOST	NET COUNTY COST (NCC)	5,427,673	5,125,981
100300	**02**	0790	NOTES & WARRANTS INTEREST		
		E2000	SERVICES AND SUPPLIES	100,000	(7,010)
		E3000	OTHER CHARGES		2,264,070
		GRSCST	GROSS EXPENDITURES	100,000	2,257,060
		TOTEXP	TOTAL EXPENDITURES	100,000	2,257,060
		NETCOST	NET COUNTY COST (NCC)	100,000	2,257,060
135000	**02**	0791	RETIREMENT UAAL BOND FUND		
		E2000	SERVICES AND SUPPLIES	4,211,645	
		E3000	OTHER CHARGES	55,312,572	
		GRSCST	GROSS EXPENDITURES	59,524,217	
		TOTEXP	TOTAL EXPENDITURES	59,524,217	
		R9400	USE OF MONEY & PROPERTY	900,000	
		R9800	MISCELLANEOUS REVENUE	55,312,572	26,332,561
		TOTREV	GROSS REVENUE	56,212,572	26,332,561
		NETCOST	NET COUNTY COST (NCC)	3,311,645	(26,332,561)
115000	**02**	0792	NOTES & WARRANTS INTEREST		
		E2000	SERVICES AND SUPPLIES	2,000	(2,593)
		E3000	OTHER CHARGES	198,000	837,396
		GRSCST	GROSS EXPENDITURES	200,000	834,803
		TOTEXP	TOTAL EXPENDITURES	200,000	834,803
		NETCOST	NET COUNTY COST (NCC)	200,000	834,803
135200	**02**	0793	RET LITGTN STLMNT DBT SVC		
		E3000	OTHER CHARGES	2,759,911	
		GRSCST	GROSS EXPENDITURES	2,759,911	
		TOTEXP	TOTAL EXPENDITURES	2,759,911	
		R9800	MISCELLANEOUS REVENUE	2,759,911	1,149,963
		TOTREV	GROSS REVENUE	2,759,911	1,149,963

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		NETCOST	NET COUNTY COST (NCC)	0	(1,149,963)
100300	**03**	0002	CLERK OF THE BOARD		
		E1000	SALARIES AND BENEFITS	592,034	300,609
		E2000	SERVICES AND SUPPLIES	57,905	34,747
		E5000	EXPENDITURE TRANSFERS	(63,168)	(4)
		GRSCST	GROSS EXPENDITURES	649,939	335,356
		TOTEXP	TOTAL EXPENDITURES	586,771	335,352
		R9200	LICENSE/PERMIT/FRANCHISES	58,000	25,517
		R9500	INTERGOVERNMENTAL REVENUE		492
		R9600	CHARGES FOR SERVICES	102,896	10,528
		TOTREV	GROSS REVENUE	160,896	36,536
		NETCOST	NET COUNTY COST (NCC)	425,875	298,816
100300	**03**	0003	COUNTY ADMINISTRATOR		
		E1000	SALARIES AND BENEFITS	4,725,080	1,990,381
		E2000	SERVICES AND SUPPLIES	1,190,866	528,915
		E3000	OTHER CHARGES		38
		E4000	FIXED ASSETS	150,000	45,111
		E5000	EXPENDITURE TRANSFERS	(1,360,016)	(298,641)
		GRSCST	GROSS EXPENDITURES	6,065,946	2,564,445
		TOTEXP	TOTAL EXPENDITURES	4,705,930	2,265,805
		R9200	LICENSE/PERMIT/FRANCHISES	103,317	6,599
		R9600	CHARGES FOR SERVICES	334,498	27,199
		R9800	MISCELLANEOUS REVENUE		52
		TOTREV	GROSS REVENUE	437,815	33,850
		NETCOST	NET COUNTY COST (NCC)	4,268,115	2,231,955
100300	**03**	0004	CROCKETT-RODEO REVENUES		
		E2000	SERVICES AND SUPPLIES	418,137	
		E3000	OTHER CHARGES	222,330	
		GRSCST	GROSS EXPENDITURES	640,467	
		TOTEXP	TOTAL EXPENDITURES	640,467	
		NETCOST	NET COUNTY COST (NCC)	640,467	0
100300	**03**	0018	COUNTY-STATE-WCCHCD IGT		
		R9800	MISCELLANEOUS REVENUE	2,500,000	
		TOTREV	GROSS REVENUE	2,500,000	
		NETCOST	NET COUNTY COST (NCC)	(2,500,000)	0
100300	**03**	0026	REVENUE COLLECTIONS		
		E1000	SALARIES AND BENEFITS	2,672,032	1,443,551
		E2000	SERVICES AND SUPPLIES	711,556	394,993
		E3000	OTHER CHARGES	5,100	(2,016)
		E4000	FIXED ASSETS	20,000	
		E5000	EXPENDITURE TRANSFERS	(495,000)	(160,310)
		GRSCST	GROSS EXPENDITURES	3,408,688	1,836,529
		TOTEXP	TOTAL EXPENDITURES	2,913,688	1,676,219
		R9300	FINES/FORFEITS/PENALTIES	215,000	130,976
		R9600	CHARGES FOR SERVICES	1,955,240	820,801
		TOTREV	GROSS REVENUE	2,170,240	951,777
		NETCOST	NET COUNTY COST (NCC)	743,448	724,442

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**03**	0059	COMMUNITY ACCESS TV		
		E2000	SERVICES AND SUPPLIES	2,885,382	226,896
		GRSCST	GROSS EXPENDITURES	2,885,382	226,896
		TOTEXP	TOTAL EXPENDITURES	2,885,382	226,896
		R9200	LICENSE/PERMIT/FRANCHISES	795,000	363,450
		R9600	CHARGES FOR SERVICES		10,123
		R9800	MISCELLANEOUS REVENUE		128,880
		TOTREV	GROSS REVENUE	795,000	502,452
		NETCOST	NET COUNTY COST (NCC)	2,090,382	(275,556)
100300	**03**	0147	INFORMATION TECHNOLOGY		
		E1000	SALARIES AND BENEFITS	9,218,770	4,526,546
		E2000	SERVICES AND SUPPLIES	3,843,611	1,309,818
		E3000	OTHER CHARGES	527,262	298,064
		E4000	FIXED ASSETS	3,000	
		E5000	EXPENDITURE TRANSFERS	(9,973,872)	(3,842,815)
		GRSCST	GROSS EXPENDITURES	13,592,643	6,134,428
		TOTEXP	TOTAL EXPENDITURES	3,618,771	2,291,613
		R9600	CHARGES FOR SERVICES	3,281,821	1,357,875
		TOTREV	GROSS REVENUE	3,281,821	1,357,875
		NETCOST	NET COUNTY COST (NCC)	336,950	933,738
100300	**03**	0060	TELECOMMUNICATIONS		
		E1000	SALARIES AND BENEFITS	2,451,352	1,085,010
		E2000	SERVICES AND SUPPLIES	3,443,502	1,412,496
		E3000	OTHER CHARGES	1,046,786	590,457
		E4000	FIXED ASSETS		19,372
		E5000	EXPENDITURE TRANSFERS	(4,000,885)	(2,020,770)
		GRSCST	GROSS EXPENDITURES	6,941,640	3,107,336
		TOTEXP	TOTAL EXPENDITURES	2,940,755	1,086,566
		R9400	USE OF MONEY & PROPERTY	567,581	274,786
		R9600	CHARGES FOR SERVICES	2,264,707	1,099,465
		TOTREV	GROSS REVENUE	2,832,288	1,374,251
		NETCOST	NET COUNTY COST (NCC)	108,467	(287,685)
100300	**03**	0235	LAW & JUSTICE SYSTEMS DEV		
		E1000	SALARIES AND BENEFITS	254,103	132,438
		E2000	SERVICES AND SUPPLIES	201,576	78,457
		E5000	EXPENDITURE TRANSFERS	17,808	30,000
		GRSCST	GROSS EXPENDITURES	455,679	210,895
		TOTEXP	TOTAL EXPENDITURES	473,487	240,895
		R9600	CHARGES FOR SERVICES	140,231	(26,702)
		R9800	MISCELLANEOUS REVENUE	29,472	
		TOTREV	GROSS REVENUE	169,703	(26,702)
		NETCOST	NET COUNTY COST (NCC)	303,784	267,597
134000	**03**	0272	AVA SERVICE AUTHORITY		
		E2000	SERVICES AND SUPPLIES	1,001,184	211,031
		E5000	EXPENDITURE TRANSFERS		20,173
		GRSCST	GROSS EXPENDITURES	1,001,184	211,031
		TOTEXP	TOTAL EXPENDITURES	1,001,184	231,204
		R9500	INTERGOVERNMENTAL REVENUE	885,000	
		R9800	MISCELLANEOUS REVENUE		233,539

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		TOTREV	GROSS REVENUE	885,000	233,539
		NETCOST	NET COUNTY COST (NCC)	116,184	(2,335)
100300	**03**	0356	LOCAL AGENCY FORMATION		
		E3000	OTHER CHARGES	179,587	179,587
		GRSCST	GROSS EXPENDITURES	179,587	179,587
		TOTEXP	TOTAL EXPENDITURES	179,587	179,587
		NETCOST	NET COUNTY COST (NCC)	179,587	179,587
100300	**03**	0581	ZERO TLRNCE DOM VIOL INIT		
		E2000	SERVICES AND SUPPLIES	2,042,470	349,894
		GRSCST	GROSS EXPENDITURES	2,042,470	349,894
		TOTEXP	TOTAL EXPENDITURES	2,042,470	349,894
		R9500	INTERGOVERNMENTAL REVENUE	236,000	288,000
		TOTREV	GROSS REVENUE	236,000	288,000
		NETCOST	NET COUNTY COST (NCC)	1,806,470	61,894
112500	**03**	0585	DOM VIOLENCE VICTIM ASIST		
		E2000	SERVICES AND SUPPLIES		61,210
		E5000	EXPENDITURE TRANSFERS	148,682	
		GRSCST	GROSS EXPENDITURES		61,210
		TOTEXP	TOTAL EXPENDITURES	148,682	61,210
		R9200	LICENSE/PERMIT/FRANCHISES	98,008	59,018
		R9300	FINES/FORFEITS/PENALTIES	36,000	18,238
		TOTREV	GROSS REVENUE	134,008	77,256
		NETCOST	NET COUNTY COST (NCC)	14,674	(16,046)
112700	**03**	0586	ZERO TOLRNCE-DOM VIOLENCE		
		E1000	SALARIES AND BENEFITS	208,756	100,949
		E2000	SERVICES AND SUPPLIES	249,657	49,184
		E3000	OTHER CHARGES	13,110	3,351
		GRSCST	GROSS EXPENDITURES	471,523	153,483
		TOTEXP	TOTAL EXPENDITURES	471,523	153,483
		R9400	USE OF MONEY & PROPERTY		635
		R9600	CHARGES FOR SERVICES	300,000	143,150
		TOTREV	GROSS REVENUE	300,000	143,786
		NETCOST	NET COUNTY COST (NCC)	171,523	9,697
100300	**04**	0005	REVENUE - GENERAL COUNTY		
		E2000	SERVICES AND SUPPLIES		5
		GRSCST	GROSS EXPENDITURES		5
		TOTEXP	TOTAL EXPENDITURES		5
		R8980	FUND BALANCE	10,003,922	
		R9000	TAXES CURRENT PROPERTY	291,834,671	180,741,620
		R9100	TAXES OTHER THAN CUR PROP	19,836,000	7,264,189
		R9200	LICENSE/PERMIT/FRANCHISES	9,171,683	1,547,845
		R9300	FINES/FORFEITS/PENALTIES	9,490,000	50,860
		R9400	USE OF MONEY & PROPERTY	5,000,000	3,531,204
		R9500	INTERGOVERNMENTAL REVENUE	5,330,000	1,766,246
		R9600	CHARGES FOR SERVICES	7,717,000	1,525,095
		R9800	MISCELLANEOUS REVENUE	390,563	436,297
		TOTREV	GROSS REVENUE	358,773,839	196,863,356
		NETCOST	NET COUNTY COST (NCC)	(358,773,839)	(196,863,351)

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**05**	0035	HUMAN RESOURCES		
		E1000	SALARIES AND BENEFITS	5,524,821	2,258,821
		E2000	SERVICES AND SUPPLIES	4,143,152	1,641,970
		E4000	FIXED ASSETS		18,999
		E5000	EXPENDITURE TRANSFERS	(961,681)	(127,900)
		GRSCST	GROSS EXPENDITURES	9,667,973	3,919,790
		TOTEXP	TOTAL EXPENDITURES	8,706,292	3,791,890
		R9200	LICENSE/PERMIT/FRANCHISES	210,420	92,572
		R9600	CHARGES FOR SERVICES	2,890,581	353,385
		R9800	MISCELLANEOUS REVENUE	3,301,476	1,287,216
		TOTREV	GROSS REVENUE	6,402,477	1,733,174
		NETCOST	NET COUNTY COST (NCC)	2,303,815	2,058,716
100300	**05**	0038	CHILD CARE		
		E2000	SERVICES AND SUPPLIES	816,651	
		E5000	EXPENDITURE TRANSFERS	(31,163)	(13,562)
		GRSCST	GROSS EXPENDITURES	816,651	
		TOTEXP	TOTAL EXPENDITURES	785,488	(13,562)
		R9600	CHARGES FOR SERVICES	11,594	4,583
		TOTREV	GROSS REVENUE	11,594	4,583
		NETCOST	NET COUNTY COST (NCC)	773,894	(18,145)
115000	**10**	0009	REVENUE-AUTOMATED SYS DEV		
		R9400	USE OF MONEY & PROPERTY	200,000	1,125,129
		TOTREV	GROSS REVENUE	200,000	1,125,129
		NETCOST	NET COUNTY COST (NCC)	(200,000)	(1,125,129)
100300	**10**	0010	AUDITOR - CONTROLLER		
		E1000	SALARIES AND BENEFITS	6,591,382	3,138,208
		E2000	SERVICES AND SUPPLIES	1,738,618	734,799
		E3000	OTHER CHARGES		600
		E5000	EXPENDITURE TRANSFERS	(322,000)	(82,279)
		GRSCST	GROSS EXPENDITURES	8,330,000	3,873,606
		TOTEXP	TOTAL EXPENDITURES	8,008,000	3,791,327
		R9600	CHARGES FOR SERVICES	4,470,991	1,564,378
		R9800	MISCELLANEOUS REVENUE	170,000	2,888
		TOTREV	GROSS REVENUE	4,640,991	1,567,266
		NETCOST	NET COUNTY COST (NCC)	3,367,009	2,224,061
115000	**10**	0011	AUTOMATED SYSTEMS DVLPMNT		
		E5000	EXPENDITURE TRANSFERS	170,000	
		TOTEXP	TOTAL EXPENDITURES	170,000	
		NETCOST	NET COUNTY COST (NCC)	170,000	0
100300	**11**	0080	MINOR CAP IMPROVEMENTS		
		E2000	SERVICES AND SUPPLIES	487,866	33,368
		GRSCST	GROSS EXPENDITURES	487,866	33,368
		TOTEXP	TOTAL EXPENDITURES	487,866	33,368
		R9300	FINES/FORFEITS/PENALTIES		1,900
		TOTREV	GROSS REVENUE		1,900
		NETCOST	NET COUNTY COST (NCC)	487,866	31,468

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**11**	0111	PLANT ACQUIS-GENERAL FUND		
		E4000	FIXED ASSETS	18,785,728	5,015,507
		GRSCST	GROSS EXPENDITURES	18,785,728	5,015,507
		TOTEXP	TOTAL EXPENDITURES	18,785,728	5,015,507
		R9300	FINES/FORFEITS/PENALTIES		600
		R9500	INTERGOVERNMENTAL REVENUE	4,679,664	
		R9800	MISCELLANEOUS REVENUE	672,786	195,573
		TOTREV	GROSS REVENUE	5,352,450	196,173
		NETCOST	NET COUNTY COST (NCC)	13,433,278	4,819,334
110600	**11**	0119	CRIM JUST FACILITY CNSTRN		
		E2000	SERVICES AND SUPPLIES	180,788	
		E3000	OTHER CHARGES	1,220,000	996,412
		E4000	FIXED ASSETS	1,360,129	
		GRSCST	GROSS EXPENDITURES	2,760,917	996,412
		TOTEXP	TOTAL EXPENDITURES	2,760,917	996,412
		R9300	FINES/FORFEITS/PENALTIES	1,285,000	498,860
		R9400	USE OF MONEY & PROPERTY		5,077
		TOTREV	GROSS REVENUE	1,285,000	503,937
		NETCOST	NET COUNTY COST (NCC)	1,475,917	492,475
110700	**11**	0122	COURTHOUSE CONSTRUCTION		
		E3000	OTHER CHARGES	1,370,500	223,392
		GRSCST	GROSS EXPENDITURES	1,370,500	223,392
		TOTEXP	TOTAL EXPENDITURES	1,370,500	223,392
		R9300	FINES/FORFEITS/PENALTIES	1,063,000	421,562
		R9400	USE OF MONEY & PROPERTY	(20,000)	(26)
		R9500	INTERGOVERNMENTAL REVENUE	327,500	
		TOTREV	GROSS REVENUE	1,370,500	421,536
		NETCOST	NET COUNTY COST (NCC)	0	(198,144)
105900	**11**	0130	ELLINWOOD TENANT IMPS		
		E3000	OTHER CHARGES		21,916
		E4000	FIXED ASSETS		7,454,119
		GRSCST	GROSS EXPENDITURES		7,476,035
		TOTEXP	TOTAL EXPENDITURES		7,476,035
		R9800	MISCELLANEOUS REVENUE	9,095,293	30,000
		TOTREV	GROSS REVENUE	9,095,293	30,000
		NETCOST	NET COUNTY COST (NCC)	(9,095,293)	7,446,035
100300	**15**	0015	TREASURER-TAX COLLECTOR		
		E1000	SALARIES AND BENEFITS	3,817,124	1,678,832
		E2000	SERVICES AND SUPPLIES	1,481,288	751,315
		E3000	OTHER CHARGES	10,000	15,238
		E5000	EXPENDITURE TRANSFERS		(2,700)
		GRSCST	GROSS EXPENDITURES	5,308,412	2,445,384
		TOTEXP	TOTAL EXPENDITURES	5,308,412	2,442,684
		R9300	FINES/FORFEITS/PENALTIES	610,000	337,570
		R9600	CHARGES FOR SERVICES	2,548,500	1,438,853
		R9800	MISCELLANEOUS REVENUE	272,000	115,729
		TOTREV	GROSS REVENUE	3,430,500	1,892,151
		NETCOST	NET COUNTY COST (NCC)	1,877,912	550,533

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**16**	0016	ASSESSOR		
		E1000	SALARIES AND BENEFITS	14,562,969	6,887,778
		E2000	SERVICES AND SUPPLIES	2,022,771	862,996
		E3000	OTHER CHARGES	4,900	2,500
		E4000	FIXED ASSETS	10,044	
		E5000	EXPENDITURE TRANSFERS	(254,784)	8,730
		GRSCST	GROSS EXPENDITURES	16,600,684	7,753,274
		TOTEXP	TOTAL EXPENDITURES	16,345,900	7,762,003
		R9600	CHARGES FOR SERVICES	1,154,500	297,037
		R9800	MISCELLANEOUS REVENUE	258,000	17,597
		TOTREV	GROSS REVENUE	1,412,500	314,634
		NETCOST	NET COUNTY COST (NCC)	14,933,400	7,447,369
115100	**16**	0017	PROPERTY TAX ADMIN		
		E5000	EXPENDITURE TRANSFERS	2,963,181	
		TOTEXP	TOTAL EXPENDITURES	2,963,181	
		R9400	USE OF MONEY & PROPERTY		10,211
		TOTREV	GROSS REVENUE		10,211
		NETCOST	NET COUNTY COST (NCC)	2,963,181	(10,211)
100300	**16**	0019	ASSMT LITIGATION SVCS		
		E2000	SERVICES AND SUPPLIES		1,210,587
		GRSCST	GROSS EXPENDITURES		1,210,587
		TOTEXP	TOTAL EXPENDITURES		1,210,587
		NETCOST	NET COUNTY COST (NCC)	0	1,210,587
100300	**17**	0030	COUNTY COUNSEL		
		E1000	SALARIES AND BENEFITS	8,464,293	3,987,563
		E2000	SERVICES AND SUPPLIES	698,775	297,424
		E3000	OTHER CHARGES		34
		E5000	EXPENDITURE TRANSFERS	(3,846,367)	(1,046,192)
		GRSCST	GROSS EXPENDITURES	9,163,068	4,285,021
		TOTEXP	TOTAL EXPENDITURES	5,316,701	3,238,829
		R9200	LICENSE/PERMIT/FRANCHISES	125,888	
		R9600	CHARGES FOR SERVICES	3,367,192	1,391,980
		TOTREV	GROSS REVENUE	3,493,080	1,391,980
		NETCOST	NET COUNTY COST (NCC)	1,823,621	1,846,849
100300	**18**	0301	HLTH SVCS-DETENTION INMATES		
		E1000	SALARIES AND BENEFITS	10,736,302	5,267,973
		E2000	SERVICES AND SUPPLIES	8,145,637	3,970,353
		E3000	OTHER CHARGES		89
		E5000	EXPENDITURE TRANSFERS	(1,542,402)	(642,668)
		GRSCST	GROSS EXPENDITURES	18,881,939	9,238,414
		TOTEXP	TOTAL EXPENDITURES	17,339,537	8,595,747
		R9500	INTERGOVERNMENTAL REVENUE	131,012	75,770
		R9800	MISCELLANEOUS REVENUE	8,992	5,320
		TOTREV	GROSS REVENUE	140,004	81,090
		NETCOST	NET COUNTY COST (NCC)	17,199,533	8,514,657
100300	**18**	0450	HEALTH SVCS-PUBLIC HEALTH		
		E1000	SALARIES AND BENEFITS	33,049,895	16,236,597
		E2000	SERVICES AND SUPPLIES	11,084,075	5,161,254

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		E3000	OTHER CHARGES	(202,209)	
		E4000	FIXED ASSETS	110,235	
		E5000	EXPENDITURE TRANSFERS	(3,781,818)	(1,877,826)
		GRSCST	GROSS EXPENDITURES	44,041,996	21,397,850
		TOTEXP	TOTAL EXPENDITURES	40,260,178	19,520,025
		R9200	LICENSE/PERMIT/FRANCHISES	31,040	13,209
		R9300	FINES/FORFEITS/PENALTIES	20,409	3,635
		R9400	USE OF MONEY & PROPERTY	16,984	9,434
		R9500	INTERGOVERNMENTAL REVENUE	20,956,081	4,412,539
		R9600	CHARGES FOR SERVICES	4,767,541	2,230,388
		R9800	MISCELLANEOUS REVENUE	1,741,442	1,073,266
		TOTREV	GROSS REVENUE	27,533,497	7,742,471
		NETCOST	NET COUNTY COST (NCC)	12,726,681	11,777,554
100300	**18**	0451	CONSERVATOR/GUARDIANSHIP		
		E1000	SALARIES AND BENEFITS	1,827,243	1,072,298
		E2000	SERVICES AND SUPPLIES	316,485	256,746
		E5000	EXPENDITURE TRANSFERS	5,115	7,229
		GRSCST	GROSS EXPENDITURES	2,143,728	1,329,044
		TOTEXP	TOTAL EXPENDITURES	2,148,843	1,336,273
		R9500	INTERGOVERNMENTAL REVENUE	280,000	232,079
		R9600	CHARGES FOR SERVICES	57,295	9,677
		R9800	MISCELLANEOUS REVENUE	3,170	83
		TOTREV	GROSS REVENUE	340,465	241,840
		NETCOST	NET COUNTY COST (NCC)	1,808,378	1,094,433
100300	**18**	0452	HEALTH SVCS-ENVIRON HLTH		
		E1000	SALARIES AND BENEFITS	13,249,301	6,691,472
		E2000	SERVICES AND SUPPLIES	3,587,012	1,345,201
		E3000	OTHER CHARGES		3,200
		E4000	FIXED ASSETS	47,039	8,863
		E5000	EXPENDITURE TRANSFERS	191,147	93,107
		GRSCST	GROSS EXPENDITURES	16,883,352	8,048,736
		TOTEXP	TOTAL EXPENDITURES	17,074,499	8,141,843
		R9200	LICENSE/PERMIT/FRANCHISES	75,000	54,843
		R9300	FINES/FORFEITS/PENALTIES	250,000	172,855
		R9500	INTERGOVERNMENTAL REVENUE	150,000	(13,506)
		R9600	CHARGES FOR SERVICES	16,787,128	4,479,384
		R9800	MISCELLANEOUS REVENUE	75,000	72,029
		TOTREV	GROSS REVENUE	17,337,128	4,765,605
		NETCOST	NET COUNTY COST (NCC)	(262,629)	3,376,238
100300	**18**	0460	HLTH SVC-CALIF CHILD SVCS		
		E1000	SALARIES AND BENEFITS	6,479,994	3,227,933
		E2000	SERVICES AND SUPPLIES	1,129,978	816,140
		E3000	OTHER CHARGES	202,209	
		GRSCST	GROSS EXPENDITURES	7,812,181	4,044,073
		TOTEXP	TOTAL EXPENDITURES	7,812,181	4,044,073
		R9500	INTERGOVERNMENTAL REVENUE	6,230,322	779,475
		R9600	CHARGES FOR SERVICES	313,654	262,716
		R9800	MISCELLANEOUS REVENUE	262	60
		TOTREV	GROSS REVENUE	6,544,238	1,042,251
		NETCOST	NET COUNTY COST (NCC)	1,267,943	3,001,822

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**18**	0463	HSD HOMELESS PROGRAM		
		E1000	SALARIES AND BENEFITS	626,280	265,571
		E2000	SERVICES AND SUPPLIES	3,866,829	2,204,762
		E5000	EXPENDITURE TRANSFERS	(1,223,373)	(155,959)
		GRSCST	GROSS EXPENDITURES	4,493,109	2,470,333
		TOTEXP	TOTAL EXPENDITURES	3,269,736	2,314,374
		R9200	LICENSE/PERMIT/FRANCHISES	5,000	
		R9400	USE OF MONEY & PROPERTY	7,200	3,600
		R9500	INTERGOVERNMENTAL REVENUE	2,305,362	204,790
		R9800	MISCELLANEOUS REVENUE	212,261	31,656
		TOTREV	GROSS REVENUE	2,529,823	240,046
		NETCOST	NET COUNTY COST (NCC)	739,913	2,074,328
100300	**18**	0465	HLTH SVS-HOSPITAL SUBSIDY		
		E3000	OTHER CHARGES	64,465,544	32,232,773
		GRSCST	GROSS EXPENDITURES	64,465,544	32,232,773
		TOTEXP	TOTAL EXPENDITURES	64,465,544	32,232,773
		NETCOST	NET COUNTY COST (NCC)	64,465,544	32,232,773
100300	**18**	0466	ALCOHOL & OTHER DRUGS SVC		
		E1000	SALARIES AND BENEFITS	4,528,006	2,097,927
		E2000	SERVICES AND SUPPLIES	12,459,581	5,333,387
		E3000	OTHER CHARGES	19,491	496
		E5000	EXPENDITURE TRANSFERS	(1,032,774)	(274,758)
		GRSCST	GROSS EXPENDITURES	17,007,078	7,431,809
		TOTEXP	TOTAL EXPENDITURES	15,974,304	7,157,051
		R9300	FINES/FORFEITS/PENALTIES	442,653	170,973
		R9400	USE OF MONEY & PROPERTY	160,884	94,551
		R9500	INTERGOVERNMENTAL REVENUE	9,173,712	5,467,983
		R9600	CHARGES FOR SERVICES	3,696,071	1,541,157
		R9800	MISCELLANEOUS REVENUE	2,115,649	350,538
		TOTREV	GROSS REVENUE	15,588,969	7,625,202
		NETCOST	NET COUNTY COST (NCC)	385,335	(468,151)
100300	**18**	0467	HLTH SERVICES-MNTL HLTH		
		E1000	SALARIES AND BENEFITS	35,918,066	18,826,862
		E2000	SERVICES AND SUPPLIES	79,758,466	38,778,381
		E3000	OTHER CHARGES	1,524,237	717,172
		E4000	FIXED ASSETS	57,963	
		E5000	EXPENDITURE TRANSFERS	(2,861,360)	(731,813)
		GRSCST	GROSS EXPENDITURES	117,258,732	58,322,415
		TOTEXP	TOTAL EXPENDITURES	114,397,372	57,590,602
		R9200	LICENSE/PERMIT/FRANCHISES	70,000	19,221
		R9400	USE OF MONEY & PROPERTY	283,449	182,120
		R9500	INTERGOVERNMENTAL REVENUE	66,564,780	12,475,170
		R9600	CHARGES FOR SERVICES	33,047,144	7,835,139
		R9800	MISCELLANEOUS REVENUE	3,110,910	(859,995)
		TOTREV	GROSS REVENUE	103,076,283	19,651,654
		NETCOST	NET COUNTY COST (NCC)	11,321,089	37,938,948
113700	**18**	0468	HLTH SVCS-CHIP AB75 TOBACCO		
		E2000	SERVICES AND SUPPLIES		(200,581)

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E5000	EXPENDITURE TRANSFERS		151,795
		GRSCST	GROSS EXPENDITURES		(200,581)
		TOTEXP	TOTAL EXPENDITURES		(48,786)
		R9400	USE OF MONEY & PROPERTY		460
		R9500	INTERGOVERNMENTAL REVENUE		(48,786)
		TOTREV	GROSS REVENUE		(48,326)
		NETCOST	NET COUNTY COST (NCC)	0	(460)
113700	**18**	0469	HLTH-CHIP/AB75 TOBACCO		
		E2000	SERVICES AND SUPPLIES	75,741	
		E5000	EXPENDITURE TRANSFERS	818,812	
		GRSCST	GROSS EXPENDITURES	75,741	
		TOTEXP	TOTAL EXPENDITURES	894,553	
		R9500	INTERGOVERNMENTAL REVENUE	894,553	
		TOTREV	GROSS REVENUE	894,553	
113500	**18**	0471	EMERGENCY MEDICAL SVCS		
		E2000	SERVICES AND SUPPLIES	2,051,656	631,613
		GRSCST	GROSS EXPENDITURES	2,051,656	631,613
		TOTEXP	TOTAL EXPENDITURES	2,051,656	631,613
		R9300	FINES/FORFEITS/PENALTIES	1,650,006	555,348
		R9400	USE OF MONEY & PROPERTY	8,734	322
		R9800	MISCELLANEOUS REVENUE	315,123	151,795
		TOTREV	GROSS REVENUE	1,973,863	707,466
		NETCOST	NET COUNTY COST (NCC)	77,793	(75,853)
113600	**18**	0470	PROP 36-SUB ABUSE CP ACT		
		E2000	SERVICES AND SUPPLIES	323,388	
		E3000	OTHER CHARGES	60,000	
		E5000	EXPENDITURE TRANSFERS	2,145,012	538,406
		GRSCST	GROSS EXPENDITURES	383,388	
		TOTEXP	TOTAL EXPENDITURES	2,528,400	538,406
		R9400	USE OF MONEY & PROPERTY	98,780	2,038
		R9500	INTERGOVERNMENTAL REVENUE	2,278,533	2,120,112
		TOTREV	GROSS REVENUE	2,377,313	2,122,150
		NETCOST	NET COUNTY COST (NCC)	151,087	(1,583,744)
114600	**18**	0475	PROP 63 MH SVCS ACCT		
		E2000	SERVICES AND SUPPLIES	9,006,670	
		GRSCST	GROSS EXPENDITURES	9,006,670	
		TOTEXP	TOTAL EXPENDITURES	9,006,670	
		R9400	USE OF MONEY & PROPERTY		61,544
		R9500	INTERGOVERNMENTAL REVENUE		5,723,684
		TOTREV	GROSS REVENUE		5,785,228
		NETCOST	NET COUNTY COST (NCC)	9,006,670	(5,785,228)
145000	**18**	0540	HLTH SVS-HOSPITAL ENTRPSE		
		E1000	SALARIES AND BENEFITS	254,662,234	125,977,439
		E2000	SERVICES AND SUPPLIES	87,625,337	47,255,918
		GRSCST	GROSS EXPENDITURES	342,287,571	173,233,356
		TOTEXP	TOTAL EXPENDITURES	342,287,571	173,233,356
		R8110	MEDICARE PATIENT SERVICES	26,868,668	17,907,244
		R8120	MEDI-CAL PATIENT SERVICES	119,950,476	69,676,358

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R8130	HLTH PLAN PATIENT SVCS	77,792,219	54,360,401
		R8140	PRIVATE PAY PATIENT SVCS	6,897,496	6,503,645
		R8160	INTERDEPT PATIENT SVCS	3,907,800	2,544,247
		R8180	OTHER PATIENT SVCS		(5,280)
		R8200	OTHER HOSPITAL REVENUES	5,840,193	1,838,610
		R8270	CHARGES TO GEN FUND UNITS	21,269,027	10,452,101
		R8300	EXTERNAL HEALTH PLAN REVENUE	18,429,234	6,599,340
		R8380	ENTERPRISE FUND SUBSIDY	61,071,724	29,496,827
		R8800	SCHOOLS FUNDS REVENUE	260,734	
		TOTREV	GROSS REVENUE	342,287,571	199,373,493
		NETCOST	NET COUNTY COST (NCC)	0	(26,140,137)
145000	**18**	0853	HOSPITIAL FIXED ASSETS		
		E2000	SERVICES AND SUPPLIES		5,581
		E3000	OTHER CHARGES	5,492,255	2,623,572
		E4000	FIXED ASSETS	8,016,000	2,257,708
		GRSCST	GROSS EXPENDITURES	13,508,255	4,886,862
		TOTEXP	TOTAL EXPENDITURES	13,508,255	4,886,862
		R8120	MEDI-CAL PATIENT SERVICES	3,093,255	
		R8200	OTHER HOSPITAL REVENUES	10,415,000	1,547,446
		TOTREV	GROSS REVENUE	13,508,255	1,547,446
		NETCOST	NET COUNTY COST (NCC)	0	3,339,416
146000	**18**	0860	CONTRA COSTA HEALTH PLAN		
		E1000	SALARIES AND BENEFITS	11,227,824	5,876,518
		E2000	SERVICES AND SUPPLIES	72,365,587	34,592,788
		E3000	OTHER CHARGES	5,335,750	2,352,867
		GRSCST	GROSS EXPENDITURES	88,929,161	42,822,173
		TOTEXP	TOTAL EXPENDITURES	88,929,161	42,822,173
		R8300	EXTERNAL HEALTH PLAN REVENUE	88,929,161	36,159,272
		TOTREV	GROSS REVENUE	88,929,161	36,159,272
		NETCOST	NET COUNTY COST (NCC)	0	6,662,901
146100	**18**	0861	CCHP-COMMUNITY PLAN		
		E1000	SALARIES AND BENEFITS		447
		E2000	SERVICES AND SUPPLIES	101,556,892	52,244,731
		GRSCST	GROSS EXPENDITURES	101,556,892	52,245,178
		TOTEXP	TOTAL EXPENDITURES	101,556,892	52,245,178
		R8200	OTHER HOSPITAL REVENUES	4,607,760	(129,470)
		R8300	EXTERNAL HEALTH PLAN REVENUE	91,477,242	38,199,214
		R8380	ENTERPRISE FUND SUBSIDY	3,393,820	2,735,946
		R8980	FUND BALANCE	2,078,070	
		TOTREV	GROSS REVENUE	101,556,892	40,805,690
		NETCOST	NET COUNTY COST (NCC)	0	11,439,488
146200	**18**	0862	MAJOR RISK MED INS BD PRGM		
		E2000	SERVICES AND SUPPLIES	1,233,645	418,724
		GRSCST	GROSS EXPENDITURES	1,233,645	418,724
		TOTEXP	TOTAL EXPENDITURES	1,233,645	418,724
		R8400	MAJOR RISK MED INS REVENUE	1,233,645	442,257
		TOTREV	GROSS REVENUE	1,233,645	442,257
		NETCOST	NET COUNTY COST (NCC)	0	(23,533)

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
146000	**18**	0863	HEALTH PLAN FIXED ASSETS		
		E3000	OTHER CHARGES	25,000	
		E4000	FIXED ASSETS	50,000	
		GRSCST	GROSS EXPENDITURES	75,000	
		TOTEXP	TOTAL EXPENDITURES	75,000	
		R8200	OTHER HOSPITAL REVENUES	75,000	
		TOTREV	GROSS REVENUE	75,000	
100300	**19**	0501	EHSD ADMINISTRATIVE SVCS		
		E1000	SALARIES AND BENEFITS	20,622,867	13,789,493
		E2000	SERVICES AND SUPPLIES	20,117,053	8,082,523
		E3000	OTHER CHARGES		365,279
		E4000	FIXED ASSETS	435,039	237,145
		E5000	EXPENDITURE TRANSFERS	(38,916,173)	(2,794,995)
		GRSCST	GROSS EXPENDITURES	41,174,959	22,474,440
		TOTEXP	TOTAL EXPENDITURES	2,258,786	19,679,445
		R9400	USE OF MONEY & PROPERTY		102,174
		R9500	INTERGOVERNMENTAL REVENUE	2,855,371	21,888
		R9800	MISCELLANEOUS REVENUE		796
		TOTREV	GROSS REVENUE	2,855,371	124,858
		NETCOST	NET COUNTY COST (NCC)	(596,585)	19,554,587
100300	**19**	0502	EHSD CHILDREN & FAMILY SVCS		
		E1000	SALARIES AND BENEFITS	40,546,920	21,767,087
		E2000	SERVICES AND SUPPLIES	29,225,119	9,509,150
		E3000	OTHER CHARGES	52,093,675	24,289,748
		E5000	EXPENDITURE TRANSFERS	(3,681,587)	(321,030)
		GRSCST	GROSS EXPENDITURES	121,865,714	55,565,984
		TOTEXP	TOTAL EXPENDITURES	118,184,127	55,244,954
		R9200	LICENSE/PERMIT/FRANCHISES	159,000	69,951
		R9400	USE OF MONEY & PROPERTY		12,000
		R9500	INTERGOVERNMENTAL REVENUE	100,470,716	30,805,225
		R9600	CHARGES FOR SERVICES		6,300
		R9800	MISCELLANEOUS REVENUE	62,247	312,522
		TOTREV	GROSS REVENUE	100,691,963	31,205,997
		NETCOST	NET COUNTY COST (NCC)	17,492,164	24,038,957
100300	**19**	0503	EHSD AGING & ADULT SVCS		
		E1000	SALARIES AND BENEFITS	36,401,650	17,059,626
		E2000	SERVICES AND SUPPLIES	46,253,608	10,676,183
		E3000	OTHER CHARGES	14,633,877	9,126,276
		E5000	EXPENDITURE TRANSFERS	(4,376,901)	5,263
		GRSCST	GROSS EXPENDITURES	97,289,135	36,862,085
		TOTEXP	TOTAL EXPENDITURES	92,912,234	36,867,347
		R9500	INTERGOVERNMENTAL REVENUE	90,109,776	14,578,631
		R9600	CHARGES FOR SERVICES	268,586	266,753
		R9800	MISCELLANEOUS REVENUE	275,000	164,105
		TOTREV	GROSS REVENUE	90,653,362	15,009,489
		NETCOST	NET COUNTY COST (NCC)	2,258,872	21,857,858
100300	**19**	0504	EHSD WORKFORCE SVCS		
		E1000	SALARIES AND BENEFITS	48,809,481	22,878,941
		E2000	SERVICES AND SUPPLIES	29,830,134	7,511,813

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E3000	OTHER CHARGES	63,944,994	40,817,422
		E5000	EXPENDITURE TRANSFERS	(19,549,993)	10,629
		GRSCST	GROSS EXPENDITURES	142,584,609	71,208,176
		TOTEXP	TOTAL EXPENDITURES	123,034,616	71,218,805
		R9500	INTERGOVERNMENTAL REVENUE	115,389,490	34,898,130
		R9800	MISCELLANEOUS REVENUE		52,478
		TOTREV	GROSS REVENUE	115,389,490	34,950,608
		NETCOST	NET COUNTY COST (NCC)	7,645,126	36,268,197
132800	**19**	0505	COUNTY CHILDRENS		
		E2000	SERVICES AND SUPPLIES	378,358	64,126
		E3000	OTHER CHARGES		12,843
		GRSCST	GROSS EXPENDITURES	378,358	76,969
		TOTEXP	TOTAL EXPENDITURES	378,358	76,969
		R9600	CHARGES FOR SERVICES	201,579	108,757
		TOTREV	GROSS REVENUE	201,579	108,757
		NETCOST	NET COUNTY COST (NCC)	176,779	(31,788)
100300	**19**	0507	EHS - ANN ADLER CHILD & FMLY		
		E2000	SERVICES AND SUPPLIES	92,461	39,989
		GRSCST	GROSS EXPENDITURES	92,461	39,989
		TOTEXP	TOTAL EXPENDITURES	92,461	39,989
		R9800	MISCELLANEOUS REVENUE	92,461	79,495
		TOTREV	GROSS REVENUE	92,461	79,495
		NETCOST	NET COUNTY COST (NCC)	0	(39,506)
115500	**19**	0508	IHSS PUBLIC AUTHORITY		
		E1000	SALARIES AND BENEFITS	1,011,135	398,539
		E2000	SERVICES AND SUPPLIES	321,442	115,968
		E3000	OTHER CHARGES	419,343	145,363
		E5000	EXPENDITURE TRANSFERS	180,000	35,240
		GRSCST	GROSS EXPENDITURES	1,751,920	659,870
		TOTEXP	TOTAL EXPENDITURES	1,931,920	695,110
		R9500	INTERGOVERNMENTAL REVENUE	1,593,367	(23,490)
		R9800	MISCELLANEOUS REVENUE	364,260	5,000
		TOTREV	GROSS REVENUE	1,957,627	(18,490)
		NETCOST	NET COUNTY COST (NCC)	(25,707)	713,600
100300	**19**	0535	EHS SERVICE INTEGRATION		
		E2000	SERVICES AND SUPPLIES	986,833	70,529
		E3000	OTHER CHARGES		1,800
		E4000	FIXED ASSETS	5,000	
		E5000	EXPENDITURE TRANSFERS		(7,500)
		GRSCST	GROSS EXPENDITURES	991,833	72,329
		TOTEXP	TOTAL EXPENDITURES	991,833	64,829
		R9500	INTERGOVERNMENTAL REVENUE	29,700	
		R9800	MISCELLANEOUS REVENUE	812,045	172,046
		TOTREV	GROSS REVENUE	841,745	172,046
		NETCOST	NET COUNTY COST (NCC)	150,088	(107,217)
142500	**19**	0578	EHSD-COMMUNITY SERVICES		
		E1000	SALARIES AND BENEFITS	117,942	
		E2000	SERVICES AND SUPPLIES	27,682	(611)

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E3000	OTHER CHARGES	193	193
		E5000	EXPENDITURE TRANSFERS	11,683	13,825
		GRSCST	GROSS EXPENDITURES	145,817	(417)
		TOTEXP	TOTAL EXPENDITURES	157,500	13,408
		R9800	MISCELLANEOUS REVENUE	157,500	5,019
		TOTREV	GROSS REVENUE	157,500	5,019
		NETCOST	NET COUNTY COST (NCC)	0	8,389
100300	**19**	0583	EHSD WFRC INVESTMENT BRD		
		E1000	SALARIES AND BENEFITS	2,434,893	1,269,096
		E2000	SERVICES AND SUPPLIES	3,569,064	1,508,830
		E3000	OTHER CHARGES	100,000	43,427
		E4000	FIXED ASSETS	35,000	
		E5000	EXPENDITURE TRANSFERS	(58,982)	856
		GRSCST	GROSS EXPENDITURES	6,138,957	2,821,353
		TOTEXP	TOTAL EXPENDITURES	6,079,975	2,822,209
		R9500	INTERGOVERNMENTAL REVENUE	6,033,477	1,289,634
		R9800	MISCELLANEOUS REVENUE	52,498	42,432
		TOTREV	GROSS REVENUE	6,085,975	1,332,066
		NETCOST	NET COUNTY COST (NCC)	(6,000)	1,490,143
114800	**19**	0584	COMM COLL CHILD DEV-DEPT		
		E1000	SALARIES AND BENEFITS	105,180	
		E2000	SERVICES AND SUPPLIES	5,813	921
		E3000	OTHER CHARGES	1,299	1,299
		E5000	EXPENDITURE TRANSFERS	1,608,439	857,118
		GRSCST	GROSS EXPENDITURES	112,292	2,221
		TOTEXP	TOTAL EXPENDITURES	1,720,731	859,339
		R9500	INTERGOVERNMENTAL REVENUE	1,436,561	600,019
		R9800	MISCELLANEOUS REVENUE	257,925	254,432
		TOTREV	GROSS REVENUE	1,694,486	854,451
		NETCOST	NET COUNTY COST (NCC)	26,245	4,888
100300	**19**	0588	COMMUNITY SERVICES		
		E1000	SALARIES AND BENEFITS	16,975,416	7,664,193
		E2000	SERVICES AND SUPPLIES	8,859,660	5,042,835
		E3000	OTHER CHARGES	14,295	21,464
		E4000	FIXED ASSETS	80,000	13,176
		E5000	EXPENDITURE TRANSFERS	8,080,463	3,222,638
		GRSCST	GROSS EXPENDITURES	25,929,371	12,741,667
		TOTEXP	TOTAL EXPENDITURES	34,009,834	15,964,305
		R9400	USE OF MONEY & PROPERTY	98,001	55,181
		R9500	INTERGOVERNMENTAL REVENUE	22,635,993	7,256,855
		R9800	MISCELLANEOUS REVENUE	11,020,534	7,029,958
		TOTREV	GROSS REVENUE	33,754,528	14,341,994
		NETCOST	NET COUNTY COST (NCC)	255,306	1,622,311
111600	**19**	0589	CHILD DEV-DEPT		
		E1000	SALARIES AND BENEFITS	9,097,304	3,217,631
		E2000	SERVICES AND SUPPLIES	2,300,560	930,017
		E3000	OTHER CHARGES	4,499,022	2,138,920
		E4000	FIXED ASSETS	50,000	
		E5000	EXPENDITURE TRANSFERS	9,719,452	3,993,924

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		GRSCST	GROSS EXPENDITURES	15,946,886	6,286,568
		TOTEXP	TOTAL EXPENDITURES	25,666,338	10,280,492
		R9400	USE OF MONEY & PROPERTY		(5,148)
		R9500	INTERGOVERNMENTAL REVENUE	18,018,013	8,992,322
		R9800	MISCELLANEOUS REVENUE	7,477,957	3,019,737
		TOTREV	GROSS REVENUE	25,495,970	12,006,911
		NETCOST	NET COUNTY COST (NCC)	170,368	(1,726,419)
100300	**20**	0202	TRIAL COURT PROGRAMS		
		E1000	SALARIES AND BENEFITS		2,690
		E2000	SERVICES AND SUPPLIES	3,069,816	595,431
		E3000	OTHER CHARGES	17,080,033	7,625,638
		E5000	EXPENDITURE TRANSFERS		142,924
		GRSCST	GROSS EXPENDITURES	20,149,849	8,223,759
		TOTEXP	TOTAL EXPENDITURES	20,149,849	8,366,683
		R9200	LICENSE/PERMIT/FRANCHISES	25,000	12,830
		R9300	FINES/FORFEITS/PENALTIES	3,047,724	1,132,078
		R9500	INTERGOVERNMENTAL REVENUE	100,000	61,214
		R9600	CHARGES FOR SERVICES	5,764,444	2,235,042
		R9800	MISCELLANEOUS REVENUE		1,387
		TOTREV	GROSS REVENUE	8,937,168	3,442,552
		NETCOST	NET COUNTY COST (NCC)	11,212,681	4,924,131
100300	**20**	0231	CHNG VENUE TRIALS IN CITY		
		E2000	SERVICES AND SUPPLIES		39
		GRSCST	GROSS EXPENDITURES		39
		TOTEXP	TOTAL EXPENDITURES		39
		NETCOST	NET COUNTY COST (NCC)	0	39
100300	**20**	0238	CIVIL GRAND JURY		
		E2000	SERVICES AND SUPPLIES	146,710	56,542
		E3000	OTHER CHARGES		474
		GRSCST	GROSS EXPENDITURES	146,710	57,016
		TOTEXP	TOTAL EXPENDITURES	146,710	57,016
		NETCOST	NET COUNTY COST (NCC)	146,710	57,016
100300	**20**	0239	CRIMINAL GRAND JURY		
		E2000	SERVICES AND SUPPLIES	50,000	22,623
		GRSCST	GROSS EXPENDITURES	50,000	22,623
		TOTEXP	TOTAL EXPENDITURES	50,000	22,623
		NETCOST	NET COUNTY COST (NCC)	50,000	22,623
100300	**22**	0246	DISPUTE RESOLUTION PROGRAM		
		E2000	SERVICES AND SUPPLIES	409,925	78,539
		E3000	OTHER CHARGES	10,000	1,960
		GRSCST	GROSS EXPENDITURES	419,925	80,499
		TOTEXP	TOTAL EXPENDITURES	419,925	80,499
		R9600	CHARGES FOR SERVICES	210,000	104,022
		TOTREV	GROSS REVENUE	210,000	104,022
		NETCOST	NET COUNTY COST (NCC)	209,925	(23,523)
100300	**22**	0248	CONFLICT DEFENSE SERVICES		
		E2000	SERVICES AND SUPPLIES	2,675,000	2,082,868

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		GRSCST	GROSS EXPENDITURES	2,675,000	2,082,868
		TOTEXP	TOTAL EXPENDITURES	2,675,000	2,082,868
		NETCOST	NET COUNTY COST (NCC)	2,675,000	2,082,868
114000	**22**	0260	AUTOMATED ID & WARRANT		
		E1000	SALARIES AND BENEFITS		576
		E2000	SERVICES AND SUPPLIES	1,351,351	12,577
		E3000	OTHER CHARGES	221,344	358,695
		E4000	FIXED ASSETS	250,000	
		E5000	EXPENDITURE TRANSFERS	29,472	
		GRSCST	GROSS EXPENDITURES	1,822,695	371,848
		TOTEXP	TOTAL EXPENDITURES	1,852,167	371,848
		R9300	FINES/FORFEITS/PENALTIES	415,000	145,270
		R9500	INTERGOVERNMENTAL REVENUE	33,035	
		R9600	CHARGES FOR SERVICES	225,000	300,000
		R9800	MISCELLANEOUS REVENUE	50,048	30,000
		TOTREV	GROSS REVENUE	723,083	475,270
		NETCOST	NET COUNTY COST (NCC)	1,129,084	(103,422)
114300	**22**	0264	SLESF-FRONT LINE ENF-CITY		
		E3000	OTHER CHARGES	2,388,221	
		GRSCST	GROSS EXPENDITURES	2,388,221	
		TOTEXP	TOTAL EXPENDITURES	2,388,221	
		R9500	INTERGOVERNMENTAL REVENUE	2,388,221	
		TOTREV	GROSS REVENUE	2,388,221	
100300	**22**	0265	VEHICLE THEFT PROGRAM		
		E2000	SERVICES AND SUPPLIES	1,607,145	287,621
		GRSCST	GROSS EXPENDITURES	1,607,145	287,621
		TOTEXP	TOTAL EXPENDITURES	1,607,145	287,621
		R9500	INTERGOVERNMENTAL REVENUE	893,747	217,713
		TOTREV	GROSS REVENUE	893,747	217,713
		NETCOST	NET COUNTY COST (NCC)	713,398	69,908
115600	**22**	0275	DNA IDENTIFICATION FUND		
		E2000	SERVICES AND SUPPLIES	777,392	
		E5000	EXPENDITURE TRANSFERS		12,195
		GRSCST	GROSS EXPENDITURES	777,392	
		TOTEXP	TOTAL EXPENDITURES	777,392	12,195
		R9300	FINES/FORFEITS/PENALTIES	182,325	113,532
		TOTREV	GROSS REVENUE	182,325	113,532
		NETCOST	NET COUNTY COST (NCC)	595,067	(101,337)
100300	**22**	0325	JUSTICE SYSTEM PROGRAMS		
		R9500	INTERGOVERNMENTAL REVENUE		7,383
		TOTREV	GROSS REVENUE		7,383
		NETCOST	NET COUNTY COST (NCC)	0	(7,383)
100300	**24**	0043	ELECTIONS		
		E1000	SALARIES AND BENEFITS	3,444,364	2,210,928
		E2000	SERVICES AND SUPPLIES	6,782,401	3,643,147
		E4000	FIXED ASSETS	138,000	
		E5000	EXPENDITURE TRANSFERS	6,793	3,458

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		GRSCST	GROSS EXPENDITURES	10,364,765	5,854,076
		TOTEXP	TOTAL EXPENDITURES	10,371,558	5,857,533
		R9500	INTERGOVERNMENTAL REVENUE	4,388,000	3,595,818
		R9600	CHARGES FOR SERVICES	2,711,455	377,162
		R9800	MISCELLANEOUS REVENUE	15,000	14,970
		TOTREV	GROSS REVENUE	7,114,455	3,987,950
		NETCOST	NET COUNTY COST (NCC)	3,257,103	1,869,583
110100	**24**	0237	CLERK RECORDS AUTOMATION		
		E2000	SERVICES AND SUPPLIES	30	
		E3000	OTHER CHARGES	42	
		GRSCST	GROSS EXPENDITURES	72	
		TOTEXP	TOTAL EXPENDITURES	72	
		R9600	CHARGES FOR SERVICES		3
		TOTREV	GROSS REVENUE		3
		NETCOST	NET COUNTY COST (NCC)	72	(3)
110000	**24**	0353	RECORDER MICRO/MOD		
		E1000	SALARIES AND BENEFITS	1,182,051	574,510
		E2000	SERVICES AND SUPPLIES	8,710,699	309,498
		E3000	OTHER CHARGES	531,092	146,423
		E4000	FIXED ASSETS	936,219	11,610
		GRSCST	GROSS EXPENDITURES	11,360,061	1,042,042
		TOTEXP	TOTAL EXPENDITURES	11,360,061	1,042,042
		R9600	CHARGES FOR SERVICES	1,868,000	713,192
		TOTREV	GROSS REVENUE	1,868,000	713,192
		NETCOST	NET COUNTY COST (NCC)	9,492,061	328,850
100300	**24**	0355	RECORDER		
		E1000	SALARIES AND BENEFITS	3,009,660	1,411,945
		E2000	SERVICES AND SUPPLIES	777,806	282,841
		E3000	OTHER CHARGES		600
		E4000	FIXED ASSETS	5,000	
		E5000	EXPENDITURE TRANSFERS	(98,497)	(8,740)
		GRSCST	GROSS EXPENDITURES	3,792,466	1,695,386
		TOTEXP	TOTAL EXPENDITURES	3,693,969	1,686,646
		R9100	TAXES OTHER THAN CUR PROP	90,000	
		R9600	CHARGES FOR SERVICES	3,664,384	1,673,670
		R9800	MISCELLANEOUS REVENUE	25,000	8,587
		TOTREV	GROSS REVENUE	3,779,384	1,682,257
		NETCOST	NET COUNTY COST (NCC)	(85,415)	4,389
105600	**25**	0126	CO LAW ENF COMPTR CAP-PRJ		
		E3000	OTHER CHARGES		139
		E5000	EXPENDITURE TRANSFERS	527,548	
		GRSCST	GROSS EXPENDITURES		139
		TOTEXP	TOTAL EXPENDITURES	527,548	139
		R9400	USE OF MONEY & PROPERTY	200,000	39,512
		TOTREV	GROSS REVENUE	200,000	39,512
		NETCOST	NET COUNTY COST (NCC)	327,548	(39,373)
105600	**25**	0129	CO LAW ENF COMM CAP-PROJ		
		E2000	SERVICES AND SUPPLIES	1,701,515	

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E5000	EXPENDITURE TRANSFERS	2,000,000	
		GRSCST	GROSS EXPENDITURES	1,701,515	
		TOTEXP	TOTAL EXPENDITURES	3,701,515	
		R9600	CHARGES FOR SERVICES	274,800	90,644
		R9800	MISCELLANEOUS REVENUE	150,000	83,318
		TOTREV	GROSS REVENUE	424,800	173,962
		NETCOST	NET COUNTY COST (NCC)	3,276,715	(173,962)
105600	**25**	0131	CO LAW ENF HLCPTR CAP PRJ		
		E2000	SERVICES AND SUPPLIES	224,435	
		E5000	EXPENDITURE TRANSFERS	450,000	
		GRSCST	GROSS EXPENDITURES	224,435	
		TOTEXP	TOTAL EXPENDITURES	674,435	
		R9800	MISCELLANEOUS REVENUE	70,000	51,293
		TOTREV	GROSS REVENUE	70,000	51,293
		NETCOST	NET COUNTY COST (NCC)	604,435	(51,293)
114200	**25**	0252	SHER FORFEIT-FED-DOJ		
		E3000	OTHER CHARGES	8,442	105
		E5000	EXPENDITURE TRANSFERS	213,100	
		GRSCST	GROSS EXPENDITURES	8,442	105
		TOTEXP	TOTAL EXPENDITURES	221,542	105
		R9400	USE OF MONEY & PROPERTY	9,000	1,951
		TOTREV	GROSS REVENUE	9,000	1,951
		NETCOST	NET COUNTY COST (NCC)	212,542	(1,846)
114100	**25**	0253	SHER NARC FRFEIT-ST/LOCAL		
		E2000	SERVICES AND SUPPLIES	87,620	3
		E3000	OTHER CHARGES	44,357	244
		E5000	EXPENDITURE TRANSFERS	339,997	
		GRSCST	GROSS EXPENDITURES	131,977	247
		TOTEXP	TOTAL EXPENDITURES	471,974	247
		R9400	USE OF MONEY & PROPERTY	30,000	4,482
		R9800	MISCELLANEOUS REVENUE	55,000	47,618
		TOTREV	GROSS REVENUE	85,000	52,100
		NETCOST	NET COUNTY COST (NCC)	386,974	(51,853)
100300	**25**	0255	SHERIFF		
		E1000	SALARIES AND BENEFITS	90,349,441	45,637,605
		E2000	SERVICES AND SUPPLIES	9,353,389	4,474,835
		E3000	OTHER CHARGES	104,750	247,046
		E4000	FIXED ASSETS	2,807,900	1,486,451
		E5000	EXPENDITURE TRANSFERS	1,360,196	972,335
		GRSCST	GROSS EXPENDITURES	102,615,480	51,845,937
		TOTEXP	TOTAL EXPENDITURES	103,975,676	52,818,273
		R9200	LICENSE/PERMIT/FRANCHISES	40,000	37,456
		R9300	FINES/FORFEITS/PENALTIES	222,000	114,333
		R9400	USE OF MONEY & PROPERTY	70,000	
		R9500	INTERGOVERNMENTAL REVENUE	36,494,045	10,719,135
		R9600	CHARGES FOR SERVICES	29,172,828	10,661,385
		R9800	MISCELLANEOUS REVENUE	9,622,406	178,317
		TOTREV	GROSS REVENUE	75,621,279	21,710,626
		NETCOST	NET COUNTY COST (NCC)	28,354,397	31,107,647

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
110400	**25**	0256	CRIMINALISTIC LAB FUND		
		E2000	SERVICES AND SUPPLIES	34,445	707
		E3000	OTHER CHARGES	4,500	103
		E5000	EXPENDITURE TRANSFERS	99,106	812
		GRSCST	GROSS EXPENDITURES	38,945	810
		TOTEXP	TOTAL EXPENDITURES	138,051	1,622
		R9300	FINES/FORFEITS/PENALTIES	15,000	6,161
		R9400	USE OF MONEY & PROPERTY	4,500	1,311
		TOTREV	GROSS REVENUE	19,500	7,472
		NETCOST	NET COUNTY COST (NCC)	118,551	(5,850)
142000	**25**	0258	SHERIFF LAW ENF TRNG CNTR		
		E1000	SALARIES AND BENEFITS	1,024,044	531,916
		E2000	SERVICES AND SUPPLIES	125,100	61,274
		E3000	OTHER CHARGES	115,412	76,135
		E5000	EXPENDITURE TRANSFERS	3,500	21,757
		GRSCST	GROSS EXPENDITURES	1,264,556	669,326
		TOTEXP	TOTAL EXPENDITURES	1,268,056	691,083
		R9500	INTERGOVERNMENTAL REVENUE	220,000	79,323
		R9600	CHARGES FOR SERVICES	817,000	438,927
		R9800	MISCELLANEOUS REVENUE	250,200	31,338
		TOTREV	GROSS REVENUE	1,287,200	549,587
		NETCOST	NET COUNTY COST (NCC)	(19,144)	141,496
114300	**25**	0262	SLESF-JAIL CONSTR & OPS		
		E3000	OTHER CHARGES	69,363	762
		E5000	EXPENDITURE TRANSFERS	583,477	
		GRSCST	GROSS EXPENDITURES	69,363	762
		TOTEXP	TOTAL EXPENDITURES	652,840	762
		R9500	INTERGOVERNMENTAL REVENUE	339,223	
		TOTREV	GROSS REVENUE	339,223	
		NETCOST	NET COUNTY COST (NCC)	313,617	762
114300	**25**	0263	SLESF-FRONT LINE ENF-CO		
		E3000	OTHER CHARGES	2,000	820
		E5000	EXPENDITURE TRANSFERS	512,276	
		GRSCST	GROSS EXPENDITURES	2,000	820
		TOTEXP	TOTAL EXPENDITURES	514,276	820
		R9400	USE OF MONEY & PROPERTY		14,446
		R9500	INTERGOVERNMENTAL REVENUE	326,754	
		TOTREV	GROSS REVENUE	326,754	14,446
		NETCOST	NET COUNTY COST (NCC)	187,522	(13,626)
114500	**25**	0268	SHER FORFEIT-FED TREASURY		
		E2000	SERVICES AND SUPPLIES	15,169	
		E3000	OTHER CHARGES	500	104
		E5000	EXPENDITURE TRANSFERS	150,056	
		GRSCST	GROSS EXPENDITURES	15,669	104
		TOTEXP	TOTAL EXPENDITURES	165,725	104
		R9400	USE OF MONEY & PROPERTY	7,000	1,323
		R9800	MISCELLANEOUS REVENUE	1,000	
		TOTREV	GROSS REVENUE	8,000	1,323

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		NETCOST	NET COUNTY COST (NCC)	157,725	(1,219)
136000	**25**	0270	CENTRAL IDENTIFY BUREAU		
		E3000	OTHER CHARGES	2,222,117	133
		E5000	EXPENDITURE TRANSFERS	1,890,000	
		GRSCST	GROSS EXPENDITURES	2,222,117	133
		TOTEXP	TOTAL EXPENDITURES	4,112,117	133
		R9400	USE OF MONEY & PROPERTY	140,000	33,162
		R9500	INTERGOVERNMENTAL REVENUE	721,000	586,104
		R9800	MISCELLANEOUS REVENUE	135,000	141,721
		TOTREV	GROSS REVENUE	996,000	760,987
		NETCOST	NET COUNTY COST (NCC)	3,116,117	(760,854)
133400	**25**	0271	CO-WIDE GANG AND DRUG		
		E2000	SERVICES AND SUPPLIES	1,002,939	
		E3000	OTHER CHARGES		117
		GRSCST	GROSS EXPENDITURES	1,002,939	117
		TOTEXP	TOTAL EXPENDITURES	1,002,939	117
		R9400	USE OF MONEY & PROPERTY	5,000	9,965
		R9500	INTERGOVERNMENTAL REVENUE	100,000	46,221
		TOTREV	GROSS REVENUE	105,000	56,186
		NETCOST	NET COUNTY COST (NCC)	897,939	(56,069)
114700	**25**	0273	PRISONERS WELFARE		
		E1000	SALARIES AND BENEFITS	661,001	329,822
		E2000	SERVICES AND SUPPLIES	2,313,385	466,239
		E3000	OTHER CHARGES	28,860	2,371
		E5000	EXPENDITURE TRANSFERS	6,000	6,857
		GRSCST	GROSS EXPENDITURES	3,003,246	798,432
		TOTEXP	TOTAL EXPENDITURES	3,009,246	805,289
		R9400	USE OF MONEY & PROPERTY	55,000	11,331
		R9600	CHARGES FOR SERVICES	40,000	10,735
		R9800	MISCELLANEOUS REVENUE	1,534,220	618,332
		TOTREV	GROSS REVENUE	1,629,220	640,398
		NETCOST	NET COUNTY COST (NCC)	1,380,026	164,891
136000	**25**	0274	AB 879		
		E5000	EXPENDITURE TRANSFERS	890,000	
		TOTEXP	TOTAL EXPENDITURES	890,000	
		R9500	INTERGOVERNMENTAL REVENUE	890,000	461,147
		TOTREV	GROSS REVENUE	890,000	461,147
		NETCOST	NET COUNTY COST (NCC)	0	(461,147)
100300	**25**	0300	CUSTODY SERVICES BUREAU		
		E1000	SALARIES AND BENEFITS	69,924,752	32,811,850
		E2000	SERVICES AND SUPPLIES	6,432,724	2,850,649
		E3000	OTHER CHARGES	10,600	2,792
		E4000	FIXED ASSETS	60,000	
		E5000	EXPENDITURE TRANSFERS	477,449	196,026
		GRSCST	GROSS EXPENDITURES	76,428,076	35,665,292
		TOTEXP	TOTAL EXPENDITURES	76,905,525	35,861,318
		R9300	FINES/FORFEITS/PENALTIES		450
		R9500	INTERGOVERNMENTAL REVENUE	25,873,834	7,766,605

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R9600	CHARGES FOR SERVICES	20,244,161	7,508,065
		R9800	MISCELLANEOUS REVENUE	1,751,254	6,211
		TOTREV	GROSS REVENUE	47,869,249	15,281,330
		NETCOST	NET COUNTY COST (NCC)	29,036,276	20,579,988
100300	**25**	0359	CORONER		
		E1000	SALARIES AND BENEFITS	1,734,309	859,898
		E2000	SERVICES AND SUPPLIES	1,052,101	553,332
		E5000	EXPENDITURE TRANSFERS	46,040	24,280
		GRSCST	GROSS EXPENDITURES	2,786,410	1,413,230
		TOTEXP	TOTAL EXPENDITURES	2,832,450	1,437,510
		R9600	CHARGES FOR SERVICES	67,000	42,391
		R9800	MISCELLANEOUS REVENUE	26,000	14,105
		TOTREV	GROSS REVENUE	93,000	56,496
		NETCOST	NET COUNTY COST (NCC)	2,739,450	1,381,014
100300	**25**	0362	EMERGENCY SERVICES		
		E1000	SALARIES AND BENEFITS	6,177,130	2,598,636
		E2000	SERVICES AND SUPPLIES	2,307,521	1,019,610
		E3000	OTHER CHARGES	3,500	6,167
		E4000	FIXED ASSETS	1,615,832	324,753
		E5000	EXPENDITURE TRANSFERS	333,880	176,585
		GRSCST	GROSS EXPENDITURES	10,103,983	3,949,166
		TOTEXP	TOTAL EXPENDITURES	10,437,863	4,125,751
		R9500	INTERGOVERNMENTAL REVENUE	2,869,811	255,687
		R9600	CHARGES FOR SERVICES	1,550,685	1,367,483
		R9800	MISCELLANEOUS REVENUE	2,000	11,419
		TOTREV	GROSS REVENUE	4,422,496	1,634,589
		NETCOST	NET COUNTY COST (NCC)	6,015,367	2,491,162
113900	**25**	0368	TRAFFIC SAFETY		
		E2000	SERVICES AND SUPPLIES	51,350	
		E3000	OTHER CHARGES	249,500	106
		GRSCST	GROSS EXPENDITURES	300,850	106
		TOTEXP	TOTAL EXPENDITURES	300,850	106
		R9300	FINES/FORFEITS/PENALTIES	15,200	9,440
		R9400	USE OF MONEY & PROPERTY	11,000	2,401
		R9600	CHARGES FOR SERVICES	4,450	3,554
		TOTREV	GROSS REVENUE	30,650	15,395
		NETCOST	NET COUNTY COST (NCC)	270,200	(15,289)
100300	**30**	0308	PROBATION PROGRAMS		
		E1000	SALARIES AND BENEFITS	26,494,535	13,392,949
		E2000	SERVICES AND SUPPLIES	2,150,094	921,957
		E3000	OTHER CHARGES	2,000	22,872
		E4000	FIXED ASSETS	58,925	30,350
		E5000	EXPENDITURE TRANSFERS	(1,638,816)	(120,717)
		GRSCST	GROSS EXPENDITURES	28,705,554	14,368,128
		TOTEXP	TOTAL EXPENDITURES	27,066,738	14,247,411
		R9500	INTERGOVERNMENTAL REVENUE	7,294,902	2,001,164
		R9600	CHARGES FOR SERVICES	644,797	306,382
		R9800	MISCELLANEOUS REVENUE	3,147,262	1,124,987
		TOTREV	GROSS REVENUE	11,086,961	3,432,533

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		NETCOST	NET COUNTY COST (NCC)	15,979,777	10,814,878
100300	**30**	0309	PROBATION FACILITIES		
		E1000	SALARIES AND BENEFITS	24,831,353	11,998,326
		E2000	SERVICES AND SUPPLIES	2,333,195	1,172,454
		E3000	OTHER CHARGES	12,100	30,411
		E5000	EXPENDITURE TRANSFERS	23,460	13,170
		GRSCST	GROSS EXPENDITURES	27,176,648	13,201,191
		TOTEXP	TOTAL EXPENDITURES	27,200,108	13,214,361
		R9500	INTERGOVERNMENTAL REVENUE	8,981,921	2,796,253
		R9600	CHARGES FOR SERVICES	20,000	18,901
		R9800	MISCELLANEOUS REVENUE	242,994	93,522
		TOTREV	GROSS REVENUE	9,244,915	2,908,675
		NETCOST	NET COUNTY COST (NCC)	17,955,193	10,305,686
100300	**30**	0310	PROB CARE OF COURT WARDS		
		E2000	SERVICES AND SUPPLIES	1,585,201	643,652
		E3000	OTHER CHARGES	5,509,442	2,469,396
		GRSCST	GROSS EXPENDITURES	7,094,643	3,113,048
		TOTEXP	TOTAL EXPENDITURES	7,094,643	3,113,048
		R9500	INTERGOVERNMENTAL REVENUE	2,964,779	977,234
		TOTREV	GROSS REVENUE	2,964,779	977,234
		NETCOST	NET COUNTY COST (NCC)	4,129,864	2,135,814
114300	**30**	0311	SLESF-PROBATION		
		E5000	EXPENDITURE TRANSFERS	3,361,294	1,030,093
		TOTEXP	TOTAL EXPENDITURES	3,361,294	1,030,093
		R9400	USE OF MONEY & PROPERTY	40,000	
		R9500	INTERGOVERNMENTAL REVENUE	2,388,221	
		TOTREV	GROSS REVENUE	2,428,221	
		NETCOST	NET COUNTY COST (NCC)	933,073	1,030,093
114900	**30**	0313	PROBATION OFFICERS SPECIAL FUND		
		E2000	SERVICES AND SUPPLIES	115,944	3,681
		GRSCST	GROSS EXPENDITURES	115,944	3,681
		TOTEXP	TOTAL EXPENDITURES	115,944	3,681
		R9800	MISCELLANEOUS REVENUE	33,000	165,417
		TOTREV	GROSS REVENUE	33,000	165,417
		NETCOST	NET COUNTY COST (NCC)	82,944	(161,736)
100300	**33**	0335	AGRICULTURE-WEIGHTS/MEAS		
		E1000	SALARIES AND BENEFITS	4,318,918	2,106,128
		E2000	SERVICES AND SUPPLIES	469,385	226,250
		E4000	FIXED ASSETS	19,949	9,949
		E5000	EXPENDITURE TRANSFERS	448,818	230,518
		GRSCST	GROSS EXPENDITURES	4,808,252	2,342,327
		TOTEXP	TOTAL EXPENDITURES	5,257,070	2,572,845
		R9300	FINES/FORFEITS/PENALTIES	25,000	11,770
		R9500	INTERGOVERNMENTAL REVENUE	2,394,896	534,595
		R9600	CHARGES FOR SERVICES	841,150	81,843
		R9800	MISCELLANEOUS REVENUE	30,000	11,405
		TOTREV	GROSS REVENUE	3,291,046	639,614
		NETCOST	NET COUNTY COST (NCC)	1,966,024	1,933,231

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
100300	**36**	0366	ANIMAL SERVICES		
		E1000	SALARIES AND BENEFITS	7,836,789	3,556,885
		E2000	SERVICES AND SUPPLIES	2,066,672	1,031,437
		E3000	OTHER CHARGES		6,442
		E4000	FIXED ASSETS	8,000	
		E5000	EXPENDITURE TRANSFERS	470,768	221,711
		GRSCST	GROSS EXPENDITURES	9,911,461	4,594,764
		TOTEXP	TOTAL EXPENDITURES	10,382,229	4,816,474
		R9200	LICENSE/PERMIT/FRANCHISES	1,863,981	612,998
		R9600	CHARGES FOR SERVICES	4,579,517	2,768,870
		R9800	MISCELLANEOUS REVENUE	30,625	162,975
		TOTREV	GROSS REVENUE	6,474,123	3,544,843
		NETCOST	NET COUNTY COST (NCC)	3,908,106	1,271,631
133200	**36**	0369	ANIMAL BENEFIT		
		E2000	SERVICES AND SUPPLIES	451,536	
		GRSCST	GROSS EXPENDITURES	451,536	
		TOTEXP	TOTAL EXPENDITURES	451,536	
		R9400	USE OF MONEY & PROPERTY		1,544
		R9600	CHARGES FOR SERVICES		274
		R9800	MISCELLANEOUS REVENUE	15,000	86,888
		TOTREV	GROSS REVENUE	15,000	88,706
		NETCOST	NET COUNTY COST (NCC)	436,536	(88,706)
110300	**38**	0112	PLANT ACQ LAND DEV FUND		
		E3000	OTHER CHARGES		328
		E4000	FIXED ASSETS	18,000,000	34,559
		GRSCST	GROSS EXPENDITURES	18,000,000	34,887
		TOTEXP	TOTAL EXPENDITURES	18,000,000	34,887
		NETCOST	NET COUNTY COST (NCC)	18,000,000	34,887
110300		0341	BLDG INSP LAND DEVLPMNT		
		E1000	SALARIES AND BENEFITS	14,173,966	6,640,216
		E2000	SERVICES AND SUPPLIES	14,155,082	816,543
		E3000	OTHER CHARGES	1,609,086	534,212
		E4000	FIXED ASSETS	319,999	62,580
		E5000	EXPENDITURE TRANSFERS		145,597
		GRSCST	GROSS EXPENDITURES	30,258,133	8,053,551
		TOTEXP	TOTAL EXPENDITURES	30,258,133	8,199,147
		R9200	LICENSE/PERMIT/FRANCHISES	14,137,170	5,565,802
		R9400	USE OF MONEY & PROPERTY	1,133,123	66,952
		R9600	CHARGES FOR SERVICES	405,850	508,285
		R9800	MISCELLANEOUS REVENUE	2,875,525	680,949
		TOTREV	GROSS REVENUE	18,551,668	6,821,988
		NETCOST	NET COUNTY COST (NCC)	11,706,465	1,377,159
111900	**38**	0351	USED OIL RECYCLING GRANT		
		E2000	SERVICES AND SUPPLIES	17,000	6,910
		E3000	OTHER CHARGES	1,000	
		E5000	EXPENDITURE TRANSFERS	12,000	1,082
		GRSCST	GROSS EXPENDITURES	18,000	6,910
		TOTEXP	TOTAL EXPENDITURES	30,000	7,992

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R9500	INTERGOVERNMENTAL REVENUE	30,000	(52,811)
		TOTREV	GROSS REVENUE	30,000	(52,811)
		NETCOST	NET COUNTY COST (NCC)	0	60,803
110300	**38**	0352	COMM DEV-LAND DEVELOPMENT		
		E2000	SERVICES AND SUPPLIES	2,784,392	1,090,580
		E3000	OTHER CHARGES	105,000	35,421
		E4000	FIXED ASSETS	50,000	
		E5000	EXPENDITURE TRANSFERS	7,719,099	3,668,478
		GRSCST	GROSS EXPENDITURES	2,939,392	1,126,001
		TOTEXP	TOTAL EXPENDITURES	10,658,491	4,794,479
		R9200	LICENSE/PERMIT/FRANCHISES	2,449,656	1,283,097
		R9400	USE OF MONEY & PROPERTY	250,000	45,779
		R9500	INTERGOVERNMENTAL REVENUE	19,000	125
		R9600	CHARGES FOR SERVICES	7,031,112	14,698,137
		R9800	MISCELLANEOUS REVENUE	350,000	248,851
		TOTREV	GROSS REVENUE	10,099,768	16,275,990
		NETCOST	NET COUNTY COST (NCC)	558,723	(11,481,511)
100300	**38**	0357	COMMUNITY DEVELOPMENT		
		E1000	SALARIES AND BENEFITS	10,051,620	4,937,113
		E2000	SERVICES AND SUPPLIES	2,033,952	839,232
		E3000	OTHER CHARGES	16,385	6,385
		E5000	EXPENDITURE TRANSFERS	(1,291,566)	(527,469)
		GRSCST	GROSS EXPENDITURES	12,101,957	5,782,730
		TOTEXP	TOTAL EXPENDITURES	10,810,391	5,255,261
		R9600	CHARGES FOR SERVICES	21,693	280,172
		R9800	MISCELLANEOUS REVENUE	10,352,813	4,382,508
		TOTREV	GROSS REVENUE	10,374,506	4,662,680
		NETCOST	NET COUNTY COST (NCC)	435,885	592,581
110200	**38**	0367	GAME PROTECTION		
		E2000	SERVICES AND SUPPLIES	362,193	(12,221)
		E3000	OTHER CHARGES	500	122
		E5000	EXPENDITURE TRANSFERS	3,000	3,000
		GRSCST	GROSS EXPENDITURES	362,693	(12,099)
		TOTEXP	TOTAL EXPENDITURES	365,693	(9,099)
		R9300	FINES/FORFEITS/PENALTIES	7,387	3,200
		R9800	MISCELLANEOUS REVENUE	50,000	
		TOTREV	GROSS REVENUE	57,387	3,200
		NETCOST	NET COUNTY COST (NCC)	308,306	(12,299)
133700	**38**	0370	LIVABLE COMMUNITIES		
		E2000	SERVICES AND SUPPLIES	641,204	
		E3000	OTHER CHARGES	1,756,565	
		GRSCST	GROSS EXPENDITURES	2,397,769	
		TOTEXP	TOTAL EXPENDITURES	2,397,769	
		R9400	USE OF MONEY & PROPERTY	40,000	6,430
		R9600	CHARGES FOR SERVICES	500,000	16,000
		TOTREV	GROSS REVENUE	540,000	22,430
		NETCOST	NET COUNTY COST (NCC)	1,857,769	(22,430)
100300	**38**	0580	KELLER CNYN MTIGATN FUND		

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E1000	SALARIES AND BENEFITS	54,500	24,766
		E2000	SERVICES AND SUPPLIES	1,544,715	619,500
		E3000	OTHER CHARGES	105,250	34,757
		GRSCST	GROSS EXPENDITURES	1,704,465	679,023
		TOTEXP	TOTAL EXPENDITURES	1,704,465	679,023
		R9200	LICENSE/PERMIT/FRANCHISES	1,704,465	
		R9600	CHARGES FOR SERVICES		577,238
		TOTREV	GROSS REVENUE	1,704,465	577,238
		NETCOST	NET COUNTY COST (NCC)	0	101,785
134700	**38**	0582	CDBG SM BUS&MICROENT LOAN		
		E2000	SERVICES AND SUPPLIES	469,770	70
		GRSCST	GROSS EXPENDITURES	469,770	70
		TOTEXP	TOTAL EXPENDITURES	469,770	70
		R9400	USE OF MONEY & PROPERTY		1,777
		R9500	INTERGOVERNMENTAL REVENUE	100,000	(58,321)
		TOTREV	GROSS REVENUE	100,000	(56,544)
		NETCOST	NET COUNTY COST (NCC)	369,770	56,614
100300	**38**	0590	HOPWA GRANT		
		E2000	SERVICES AND SUPPLIES	809,163	16,705
		GRSCST	GROSS EXPENDITURES	809,163	16,705
		TOTEXP	TOTAL EXPENDITURES	809,163	16,705
		R9500	INTERGOVERNMENTAL REVENUE	809,163	(45,912)
		TOTREV	GROSS REVENUE	809,163	(45,912)
		NETCOST	NET COUNTY COST (NCC)	0	62,617
100300	**38**	0592	HUD BLOCK GRANT		
		E2000	SERVICES AND SUPPLIES	5,676,411	2,089,569
		E3000	OTHER CHARGES	750,000	291,529
		GRSCST	GROSS EXPENDITURES	6,426,411	2,381,099
		TOTEXP	TOTAL EXPENDITURES	6,426,411	2,381,099
		R9500	INTERGOVERNMENTAL REVENUE	6,410,411	2,409,348
		R9800	MISCELLANEOUS REVENUE	16,000	2,100
		TOTREV	GROSS REVENUE	6,426,411	2,411,448
		NETCOST	NET COUNTY COST (NCC)	0	(30,349)
100300	**38**	0593	HUD EMERGENCY SHELTER GRT		
		E2000	SERVICES AND SUPPLIES	154,371	13,485
		GRSCST	GROSS EXPENDITURES	154,371	13,485
		TOTEXP	TOTAL EXPENDITURES	154,371	13,485
		R9500	INTERGOVERNMENTAL REVENUE	154,371	12,826
		TOTREV	GROSS REVENUE	154,371	12,826
		NETCOST	NET COUNTY COST (NCC)	0	659
100300	**38**	0594	HUD HOME BLOCK GRANT		
		E2000	SERVICES AND SUPPLIES	4,813,452	2,236,008
		GRSCST	GROSS EXPENDITURES	4,813,452	2,236,008
		TOTEXP	TOTAL EXPENDITURES	4,813,452	2,236,008
		R9500	INTERGOVERNMENTAL REVENUE	4,813,452	2,202,883
		TOTREV	GROSS REVENUE	4,813,452	2,202,883
		NETCOST	NET COUNTY COST (NCC)	0	33,125

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
111100	**38**	0595	PRIVATE ACTIVITY BOND		
		E2000	SERVICES AND SUPPLIES	5,631,384	154,430
		E3000	OTHER CHARGES	314,600	8,837
		E5000	EXPENDITURE TRANSFERS	500,000	173,599
		GRSCST	GROSS EXPENDITURES	5,945,984	163,267
		TOTEXP	TOTAL EXPENDITURES	6,445,984	336,866
		R9400	USE OF MONEY & PROPERTY	140,000	76,421
		R9600	CHARGES FOR SERVICES	265,000	217,841
		R9800	MISCELLANEOUS REVENUE	1,000	329,858
		TOTREV	GROSS REVENUE	406,000	624,121
		NETCOST	NET COUNTY COST (NCC)	6,039,984	(287,255)
111300	**38**	0596	AFFORDABLE HOUSING		
		E2000	SERVICES AND SUPPLIES	3,792,930	
		E3000	OTHER CHARGES	350	123
		GRSCST	GROSS EXPENDITURES	3,793,280	123
		TOTEXP	TOTAL EXPENDITURES	3,793,280	123
		R9400	USE OF MONEY & PROPERTY	192,700	42,962
		TOTREV	GROSS REVENUE	192,700	42,962
		NETCOST	NET COUNTY COST (NCC)	3,600,580	(42,839)
134900	**38**	0597	HUD BLDG INSP NPP		
		E2000	SERVICES AND SUPPLIES	1,232,672	528,089
		E3000	OTHER CHARGES	275,000	2,993
		E5000	EXPENDITURE TRANSFERS	10,000	
		GRSCST	GROSS EXPENDITURES	1,507,672	531,082
		TOTEXP	TOTAL EXPENDITURES	1,517,672	531,082
		R9400	USE OF MONEY & PROPERTY	10,000	3,633
		R9500	INTERGOVERNMENTAL REVENUE	750,000	7,046,536
		R9600	CHARGES FOR SERVICES	750,000	291,529
		TOTREV	GROSS REVENUE	1,510,000	7,341,699
		NETCOST	NET COUNTY COST (NCC)	7,672	(6,810,617)
134800	**38**	0598	CDBG 1ST-TIME HMBHR LOAN		
		E2000	SERVICES AND SUPPLIES	163,442	
		E5000	EXPENDITURE TRANSFERS	6,000	2,100
		GRSCST	GROSS EXPENDITURES	163,442	
		TOTEXP	TOTAL EXPENDITURES	169,442	2,100
		R9400	USE OF MONEY & PROPERTY	6,000	183
		R9500	INTERGOVERNMENTAL REVENUE	110,000	
		TOTREV	GROSS REVENUE	116,000	183
		NETCOST	NET COUNTY COST (NCC)	53,442	1,917
110900	**38**	0663	TRANSPRTATN IMPV MEASURE C		
		E3000	OTHER CHARGES	2,986,260	1,666,110
		E5000	EXPENDITURE TRANSFERS	3,500	
		GRSCST	GROSS EXPENDITURES	2,986,260	1,666,110
		TOTEXP	TOTAL EXPENDITURES	2,989,760	1,666,110
		R9400	USE OF MONEY & PROPERTY	200,000	21,489
		R9500	INTERGOVERNMENTAL REVENUE	2,789,760	6,724,922
		TOTREV	GROSS REVENUE	2,989,760	6,746,411
		NETCOST	NET COUNTY COST (NCC)	0	(5,080,301)

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
113200	**38**	0664	PH BART GREENSPACE MTCE		
		E2000	SERVICES AND SUPPLIES	74,187	
		E3000	OTHER CHARGES	65,000	24
		E5000	EXPENDITURE TRANSFERS		26,814
		GRSCST	GROSS EXPENDITURES	139,187	24
		TOTEXP	TOTAL EXPENDITURES	139,187	26,838
		R9400	USE OF MONEY & PROPERTY	6,000	1,979
		R9800	MISCELLANEOUS REVENUE		50,000
		TOTREV	GROSS REVENUE	6,000	51,979
		NETCOST	NET COUNTY COST (NCC)	133,187	(25,141)
100300	**38**	0701	PARKS ADMINISTRATION		
		E2000	SERVICES AND SUPPLIES	42,743	
		GRSCST	GROSS EXPENDITURES	42,743	
		TOTEXP	TOTAL EXPENDITURES	42,743	
		NETCOST	NET COUNTY COST (NCC)	42,743	0
100300	**38**	0591	HOUSING REHABILITATION		
		E1000	SALARIES AND BENEFITS	777,001	309,794
		E2000	SERVICES AND SUPPLIES	73,932	23,406
		E3000	OTHER CHARGES		528
		E5000	EXPENDITURE TRANSFERS		12,121
		GRSCST	GROSS EXPENDITURES	850,933	333,728
		TOTEXP	TOTAL EXPENDITURES	850,933	345,849
		R9200	LICENSE/PERMIT/FRANCHISES	5,000	3,210
		R9500	INTERGOVERNMENTAL REVENUE	441	
		R9600	CHARGES FOR SERVICES	353,042	150
		R9800	MISCELLANEOUS REVENUE	492,450	1,470
		TOTREV	GROSS REVENUE	850,933	4,830
		NETCOST	NET COUNTY COST (NCC)	0	341,019
113400	**40**	0249	CCC DEPT CHILD SPPRT SVCS		
		E1000	SALARIES AND BENEFITS	16,614,450	7,854,827
		E2000	SERVICES AND SUPPLIES	861,232	362,748
		E3000	OTHER CHARGES	912,867	440,044
		E4000	FIXED ASSETS		331
		E5000	EXPENDITURE TRANSFERS	25,944	6,134
		GRSCST	GROSS EXPENDITURES	18,388,549	8,657,950
		TOTEXP	TOTAL EXPENDITURES	18,414,493	8,664,084
		R9400	USE OF MONEY & PROPERTY		(3,463)
		R9500	INTERGOVERNMENTAL REVENUE	18,307,528	3,051,301
		R9600	CHARGES FOR SERVICES		999
		R9800	MISCELLANEOUS REVENUE		94,157
		TOTREV	GROSS REVENUE	18,307,528	3,142,994
		NETCOST	NET COUNTY COST (NCC)	106,965	5,521,090
113300	**42**	0233	R/ESTATE FRAUD PROSECUTE		
		E2000	SERVICES AND SUPPLIES	756,335	
		E5000	EXPENDITURE TRANSFERS	950,000	118,126
		GRSCST	GROSS EXPENDITURES	756,335	
		TOTEXP	TOTAL EXPENDITURES	1,706,335	118,126
		R9600	CHARGES FOR SERVICES	275,000	90,708
		TOTREV	GROSS REVENUE	275,000	90,708

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		NETCOST	NET COUNTY COST (NCC)	1,431,335	27,418
113100	**42**	0234	DA FORFEITURE-FED-DOJ		
		E2000	SERVICES AND SUPPLIES	137,661	6,347
		E4000	FIXED ASSETS	50,000	
		GRSCST	GROSS EXPENDITURES	187,661	6,347
		TOTEXP	TOTAL EXPENDITURES	187,661	6,347
		R9400	USE OF MONEY & PROPERTY		640
		TOTREV	GROSS REVENUE		640
		NETCOST	NET COUNTY COST (NCC)	187,661	5,707
114300		0241	SLESF-CRIM PROSECUTION		
		E1000	SALARIES AND BENEFITS	467,751	162,653
		E2000	SERVICES AND SUPPLIES	3,064	260
		E3000	OTHER CHARGES	5,919	836
		E5000	EXPENDITURE TRANSFERS	7,756	22
		GRSCST	GROSS EXPENDITURES	476,734	163,749
		TOTEXP	TOTAL EXPENDITURES	484,490	163,771
		R9400	USE OF MONEY & PROPERTY	16,000	
		R9500	INTERGOVERNMENTAL REVENUE	305,223	
		R9800	MISCELLANEOUS REVENUE		2,600
		TOTREV	GROSS REVENUE	321,223	2,600
		NETCOST	NET COUNTY COST (NCC)	163,267	161,171
100300	**42**	0242	DISTRICT ATTORNEY		
		E1000	SALARIES AND BENEFITS	26,348,336	13,764,706
		E2000	SERVICES AND SUPPLIES	2,982,144	1,461,928
		E3000	OTHER CHARGES		20,282
		E5000	EXPENDITURE TRANSFERS	(632,534)	67,543
		GRSCST	GROSS EXPENDITURES	29,330,480	15,246,916
		TOTEXP	TOTAL EXPENDITURES	28,697,946	15,314,459
		R9300	FINES/FORFEITS/PENALTIES	362,000	275,100
		R9500	INTERGOVERNMENTAL REVENUE	14,778,859	3,980,290
		R9800	MISCELLANEOUS REVENUE	2,168,220	290,205
		TOTREV	GROSS REVENUE	17,309,079	4,545,595
		NETCOST	NET COUNTY COST (NCC)	11,388,867	10,768,864
112900	**42**	0244	D A REVENUE NARCOTICS		
		E1000	SALARIES AND BENEFITS	78,542	39,224
		E2000	SERVICES AND SUPPLIES	220,647	7,213
		E3000	OTHER CHARGES	72	36
		E5000	EXPENDITURE TRANSFERS	829,720	
		GRSCST	GROSS EXPENDITURES	299,261	46,473
		TOTEXP	TOTAL EXPENDITURES	1,128,981	46,473
		R9600	CHARGES FOR SERVICES		7,350
		R9800	MISCELLANEOUS REVENUE	114,374	78,325
		TOTREV	GROSS REVENUE	114,374	85,675
		NETCOST	NET COUNTY COST (NCC)	1,014,607	(39,202)
100300	**42**	0245	D A WELFARE FRAUD		
		E1000	SALARIES AND BENEFITS	196,291	217,381
		E2000	SERVICES AND SUPPLIES	48,265	13,773
		E3000	OTHER CHARGES		600

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E5000	EXPENDITURE TRANSFERS	(244,556)	
		GRSCST	GROSS EXPENDITURES	244,556	231,754
		TOTEXP	TOTAL EXPENDITURES		231,754
		NETCOST	NET COUNTY COST (NCC)	0	231,754
112400	**42**	0247	DA CONSUMER PROTECTION		
		E2000	SERVICES AND SUPPLIES	220,201	
		GRSCST	GROSS EXPENDITURES	220,201	
		TOTEXP	TOTAL EXPENDITURES	220,201	
		R9300	FINES/FORFEITS/PENALTIES		258,600
		TOTREV	GROSS REVENUE		258,600
		NETCOST	NET COUNTY COST (NCC)	220,201	(258,600)
100300	**42**	0364	PUBLIC ADMINISTRATOR		
		E1000	SALARIES AND BENEFITS	278,902	139,515
		E2000	SERVICES AND SUPPLIES	34,301	11,439
		GRSCST	GROSS EXPENDITURES	313,203	150,954
		TOTEXP	TOTAL EXPENDITURES	313,203	150,954
		R9600	CHARGES FOR SERVICES	150,000	260,530
		TOTREV	GROSS REVENUE	150,000	260,530
		NETCOST	NET COUNTY COST (NCC)	163,203	(109,576)
113000	**42**	0251	DA ENVIRON/OSHA		
		E2000	SERVICES AND SUPPLIES	1,702,175	1,131
		E5000	EXPENDITURE TRANSFERS	335,500	90,053
		GRSCST	GROSS EXPENDITURES	1,702,175	1,131
		TOTEXP	TOTAL EXPENDITURES	2,037,675	91,184
		NETCOST	NET COUNTY COST (NCC)	2,037,675	91,184
100300	**43**	0243	PUBLIC DEFENDER		
		E1000	SALARIES AND BENEFITS	16,552,163	8,561,924
		E2000	SERVICES AND SUPPLIES	2,622,038	924,214
		E3000	OTHER CHARGES	5,000	5,000
		E4000	FIXED ASSETS	10,000	
		E5000	EXPENDITURE TRANSFERS	(127,446)	17,330
		GRSCST	GROSS EXPENDITURES	19,189,201	9,491,138
		TOTEXP	TOTAL EXPENDITURES	19,061,755	9,508,468
		R9500	INTERGOVERNMENTAL REVENUE	50,057	18,367
		TOTREV	GROSS REVENUE	50,057	18,367
		NETCOST	NET COUNTY COST (NCC)	19,011,698	9,490,101
110800	**65**	0006	GENERAL ROAD FUND REVENUE		
		R9400	USE OF MONEY & PROPERTY	250,000	6,719
		R9500	INTERGOVERNMENTAL REVENUE	23,565,000	10,002,211
		TOTREV	GROSS REVENUE	23,815,000	10,008,929
		NETCOST	NET COUNTY COST (NCC)	(23,815,000)	(10,008,929)
111000	**65**	0120	PLANT ACQ-SNS CRNT DRN FD		
		E2000	SERVICES AND SUPPLIES	256,657	
		E3000	OTHER CHARGES	200	64
		E5000	EXPENDITURE TRANSFERS	2,000	
		GRSCST	GROSS EXPENDITURES	256,857	64
		TOTEXP	TOTAL EXPENDITURES	258,857	64

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R9200	LICENSE/PERMIT/FRANCHISES	7,000	3,480
		R9400	USE OF MONEY & PROPERTY	10,200	2,398
		TOTREV	GROSS REVENUE	17,200	5,879
		NETCOST	NET COUNTY COST (NCC)	241,657	(5,815)
110500	**65**	0161	SURVEY MONUMENT PRESERVTN		
		E2000	SERVICES AND SUPPLIES	535,990	
		E3000	OTHER CHARGES	256	51
		E5000	EXPENDITURE TRANSFERS	61,500	16,871
		GRSCST	GROSS EXPENDITURES	536,246	51
		TOTEXP	TOTAL EXPENDITURES	597,746	16,922
		R9400	USE OF MONEY & PROPERTY	25,000	6,879
		R9600	CHARGES FOR SERVICES	62,000	32,660
		TOTREV	GROSS REVENUE	87,000	39,539
		NETCOST	NET COUNTY COST (NCC)	510,746	(22,617)
100300	**65**	0330	CO DRAINAGE MAINTENANCE		
		E2000	SERVICES AND SUPPLIES	584,100	311,527
		E3000	OTHER CHARGES	32	57
		E5000	EXPENDITURE TRANSFERS	1,000	
		GRSCST	GROSS EXPENDITURES	584,132	311,584
		TOTEXP	TOTAL EXPENDITURES	585,132	311,584
		R9600	CHARGES FOR SERVICES		19,583
		R9800	MISCELLANEOUS REVENUE	585,132	
		TOTREV	GROSS REVENUE	585,132	19,583
		NETCOST	NET COUNTY COST (NCC)	0	292,001
112100	**65**	0350	CDD/PWD JOINT REVIEW FEE		
		E3000	OTHER CHARGES	8,400	2,554
		E5000	EXPENDITURE TRANSFERS	641,600	297,217
		GRSCST	GROSS EXPENDITURES	8,400	2,554
		TOTEXP	TOTAL EXPENDITURES	650,000	299,770
		R9400	USE OF MONEY & PROPERTY	35,000	14,636
		R9600	CHARGES FOR SERVICES	615,000	1,377,592
		TOTREV	GROSS REVENUE	650,000	1,392,228
		NETCOST	NET COUNTY COST (NCC)	0	(1,092,458)
123100	**65**	0631	HERCUL/RODEO/CROCK A OF B		
		E2000	SERVICES AND SUPPLIES	10,000	
		E3000	OTHER CHARGES	250	
		E5000	EXPENDITURE TRANSFERS	85,128	
		GRSCST	GROSS EXPENDITURES	10,250	
		TOTEXP	TOTAL EXPENDITURES	95,378	
		R9400	USE OF MONEY & PROPERTY	9,000	
		R9600	CHARGES FOR SERVICES	41,000	1,648
		TOTREV	GROSS REVENUE	50,000	1,648
		NETCOST	NET COUNTY COST (NCC)	45,378	(1,648)
123200	**65**	0632	WEST COUNTY AREA OF BENEF		
		E3000	OTHER CHARGES	10	1
		E5000	EXPENDITURE TRANSFERS	23,090	
		GRSCST	GROSS EXPENDITURES	10	1
		TOTEXP	TOTAL EXPENDITURES	23,100	1

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R9400	USE OF MONEY & PROPERTY	100	35
		R9600	CHARGES FOR SERVICES	21,000	7,724
		TOTREV	GROSS REVENUE	21,100	7,759
		NETCOST	NET COUNTY COST (NCC)	2,000	(7,758)
123400	**65**	0634	NORTH RICHMOND AOB		
		E2000	SERVICES AND SUPPLIES	118,550	
		E3000	OTHER CHARGES	450	69
		E5000	EXPENDITURE TRANSFERS	3,000	664
		GRSCST	GROSS EXPENDITURES	119,000	69
		TOTEXP	TOTAL EXPENDITURES	122,000	733
		R9400	USE OF MONEY & PROPERTY	30,000	14,058
		R9600	CHARGES FOR SERVICES	92,000	
		TOTREV	GROSS REVENUE	122,000	14,058
		NETCOST	NET COUNTY COST (NCC)	0	(13,325)
124000	**65**	0635	MARTINEZ AREA OF BENEFIT		
		E2000	SERVICES AND SUPPLIES	30,000	
		E3000	OTHER CHARGES	600	80
		E5000	EXPENDITURE TRANSFERS	330,000	22,404
		GRSCST	GROSS EXPENDITURES	30,600	80
		TOTEXP	TOTAL EXPENDITURES	360,600	22,484
		R9400	USE OF MONEY & PROPERTY	75,000	19,398
		R9600	CHARGES FOR SERVICES	90,000	130,101
		TOTREV	GROSS REVENUE	165,000	149,500
		NETCOST	NET COUNTY COST (NCC)	195,600	(127,016)
124100	**65**	0636	BRIONES AREA OF BENEFIT		
		E3000	OTHER CHARGES	250	52
		E5000	EXPENDITURE TRANSFERS	536,090	
		GRSCST	GROSS EXPENDITURES	250	52
		TOTEXP	TOTAL EXPENDITURES	536,340	52
		R9400	USE OF MONEY & PROPERTY	20,000	5,883
		R9600	CHARGES FOR SERVICES	5,000	
		TOTREV	GROSS REVENUE	25,000	5,883
		NETCOST	NET COUNTY COST (NCC)	511,340	(5,831)
124200	**65**	0637	CENTRAL CO AREA/BENEFIT		
		E2000	SERVICES AND SUPPLIES	204,000	
		E3000	OTHER CHARGES	1,000	215
		E5000	EXPENDITURE TRANSFERS	15,000	(1,954)
		GRSCST	GROSS EXPENDITURES	205,000	215
		TOTEXP	TOTAL EXPENDITURES	220,000	(1,739)
		R9400	USE OF MONEY & PROPERTY	150,000	57,452
		R9600	CHARGES FOR SERVICES	70,000	4,000
		TOTREV	GROSS REVENUE	220,000	61,452
		NETCOST	NET COUNTY COST (NCC)	0	(63,191)
124300	**65**	0638	SO WAL CRK AREA OF BENEFT		
		E3000	OTHER CHARGES	50	1
		E5000	EXPENDITURE TRANSFERS	17,325	17,000
		GRSCST	GROSS EXPENDITURES	50	1
		TOTEXP	TOTAL EXPENDITURES	17,375	17,001

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R9400	USE OF MONEY & PROPERTY	250	14
		R9600	CHARGES FOR SERVICES	15,000	17,481
		TOTREV	GROSS REVENUE	15,250	17,495
		NETCOST	NET COUNTY COST (NCC)	2,125	(494)
126000	**65**	0641	ALAMO AREA OF BENEFIT		
		E2000	SERVICES AND SUPPLIES	204,300	
		E3000	OTHER CHARGES	700	139
		E5000	EXPENDITURE TRANSFERS	65,000	13,389
		GRSCST	GROSS EXPENDITURES	205,000	139
		TOTEXP	TOTAL EXPENDITURES	270,000	13,528
		R9400	USE OF MONEY & PROPERTY	70,000	24,203
		R9600	CHARGES FOR SERVICES	200,000	34,662
		TOTREV	GROSS REVENUE	270,000	58,865
		NETCOST	NET COUNTY COST (NCC)	0	(45,337)
127000	**65**	0642	SOUTH CO AREA OF BENEFIT		
		E2000	SERVICES AND SUPPLIES	109,500	
		E3000	OTHER CHARGES	500	103
		E5000	EXPENDITURE TRANSFERS	60,000	73,019
		GRSCST	GROSS EXPENDITURES	110,000	103
		TOTEXP	TOTAL EXPENDITURES	170,000	73,122
		R9400	USE OF MONEY & PROPERTY	70,000	30,728
		R9600	CHARGES FOR SERVICES	100,000	32,006
		R9800	MISCELLANEOUS REVENUE		31,846
		TOTREV	GROSS REVENUE	170,000	94,580
		NETCOST	NET COUNTY COST (NCC)	0	(21,458)
128000	**65**	0643	PITTS/ANTIOCH AREA/BENEFT		
		E2000	SERVICES AND SUPPLIES	274	
		E5000	EXPENDITURE TRANSFERS	2,000	109
		GRSCST	GROSS EXPENDITURES	274	
		TOTEXP	TOTAL EXPENDITURES	2,274	109
		NETCOST	NET COUNTY COST (NCC)	2,274	109
128100	**65**	0644	MARSH CRK AREA OF BENEFIT		
		E2000	SERVICES AND SUPPLIES	10,000	
		E3000	OTHER CHARGES	20	22
		E5000	EXPENDITURE TRANSFERS	1,000	296
		GRSCST	GROSS EXPENDITURES	10,020	22
		TOTEXP	TOTAL EXPENDITURES	11,020	318
		R9400	USE OF MONEY & PROPERTY	1,500	304
		R9600	CHARGES FOR SERVICES	1,000	
		TOTREV	GROSS REVENUE	2,500	304
		NETCOST	NET COUNTY COST (NCC)	8,520	14
128200	**65**	0645	EAST COUNTY AREA OF BENEF		
		E2000	SERVICES AND SUPPLIES	249,000	
		E3000	OTHER CHARGES	1,000	252
		E5000	EXPENDITURE TRANSFERS	45,000	10,919
		GRSCST	GROSS EXPENDITURES	250,000	252
		TOTEXP	TOTAL EXPENDITURES	295,000	11,171
		R9400	USE OF MONEY & PROPERTY	175,000	67,643

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		R9600	CHARGES FOR SERVICES	120,000	14,181
		TOTREV	GROSS REVENUE	295,000	81,824
		NETCOST	NET COUNTY COST (NCC)	0	(70,653)
112200	**65**	0648	DRAINAGE DEFICIENCY		
		E2000	SERVICES AND SUPPLIES	6,005,024	
		E3000	OTHER CHARGES	1,501,500	395
		E5000	EXPENDITURE TRANSFERS	2,050,000	254,843
		GRSCST	GROSS EXPENDITURES	7,506,524	395
		TOTEXP	TOTAL EXPENDITURES	9,556,524	255,238
		R9200	LICENSE/PERMIT/FRANCHISES	1,142,000	(980,813)
		R9400	USE OF MONEY & PROPERTY	360,000	95,018
		R9800	MISCELLANEOUS REVENUE		102,476
		TOTREV	GROSS REVENUE	1,502,000	(783,319)
		NETCOST	NET COUNTY COST (NCC)	8,054,524	1,038,557
112300	**65**	0649	PUBLIC WORKS		
		E3000	OTHER CHARGES	135,860	531,368
		E5000	EXPENDITURE TRANSFERS	4,891,000	691,776
		GRSCST	GROSS EXPENDITURES	135,860	531,368
		TOTEXP	TOTAL EXPENDITURES	5,026,860	1,223,143
		R9200	LICENSE/PERMIT/FRANCHISES		12,700
		R9400	USE OF MONEY & PROPERTY	365,000	75,552
		R9600	CHARGES FOR SERVICES	4,661,860	9,380,040
		TOTREV	GROSS REVENUE	5,026,860	9,468,292
		NETCOST	NET COUNTY COST (NCC)	0	(8,245,149)
100300	**65**	0650	PUBLIC WORKS		
		E1000	SALARIES AND BENEFITS	35,846,689	16,677,800
		E2000	SERVICES AND SUPPLIES	8,967,736	4,108,830
		E3000	OTHER CHARGES	75,000	51,747
		E4000	FIXED ASSETS	54,000	10,729
		E5000	EXPENDITURE TRANSFERS	(7,170,892)	(2,070,255)
		GRSCST	GROSS EXPENDITURES	44,943,425	20,849,105
		TOTEXP	TOTAL EXPENDITURES	37,772,533	18,778,850
		R9500	INTERGOVERNMENTAL REVENUE		(88,274)
		R9600	CHARGES FOR SERVICES	1,072,036	282,759
		R9800	MISCELLANEOUS REVENUE	36,437,719	17,196,124
		TOTREV	GROSS REVENUE	37,509,755	17,390,609
		NETCOST	NET COUNTY COST (NCC)	262,778	1,388,241
110300	**65**	0651	PUB WKS-LAND DEVELOPMENT		
		E2000	SERVICES AND SUPPLIES	1,106,250	151,654
		E3000	OTHER CHARGES	85,000	3,727
		E5000	EXPENDITURE TRANSFERS	5,000,000	1,686,143
		GRSCST	GROSS EXPENDITURES	1,191,250	155,381
		TOTEXP	TOTAL EXPENDITURES	6,191,250	1,841,524
		R9200	LICENSE/PERMIT/FRANCHISES	395,000	147,573
		R9500	INTERGOVERNMENTAL REVENUE		2,071
		R9600	CHARGES FOR SERVICES	1,780,000	632,530
		R9800	MISCELLANEOUS REVENUE	4,014,124	715,457
		TOTREV	GROSS REVENUE	6,189,124	1,497,632
		NETCOST	NET COUNTY COST (NCC)	2,126	343,892

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
129000	**65**	0653	BETHEL ISLAND AREA OF BENEFT		
		E2000	SERVICES AND SUPPLIES	58,148	
		E3000	OTHER CHARGES	350	53
		E5000	EXPENDITURE TRANSFERS	550,000	387
		GRSCST	GROSS EXPENDITURES	58,498	53
		TOTEXP	TOTAL EXPENDITURES	608,498	440
		R9400	USE OF MONEY & PROPERTY	15,000	6,685
		R9600	CHARGES FOR SERVICES	21,000	3,347
		TOTREV	GROSS REVENUE	36,000	10,032
		NETCOST	NET COUNTY COST (NCC)	572,498	(9,592)
100300	**65**	0661	ROAD CONSTRUCTION		
		E2000	SERVICES AND SUPPLIES	15,773,870	13,530,303
		E3000	OTHER CHARGES	6,490,500	637,496
		E5000	EXPENDITURE TRANSFERS		3,346
		GRSCST	GROSS EXPENDITURES	22,264,370	14,167,798
		TOTEXP	TOTAL EXPENDITURES	22,264,370	14,171,144
		R9400	USE OF MONEY & PROPERTY		35,000
		R9500	INTERGOVERNMENTAL REVENUE	22,179,370	6,956,232
		R9600	CHARGES FOR SERVICES	35,000	1,343,217
		R9800	MISCELLANEOUS REVENUE	50,000	1,888
		TOTREV	GROSS REVENUE	22,264,370	8,336,338
		NETCOST	NET COUNTY COST (NCC)	0	5,834,806
110800	**65**	0662	ROAD CONSTRUCTION-RD FUND		
		E2000	SERVICES AND SUPPLIES	22,107,047	5,729,069
		E3000	OTHER CHARGES	452,500	1,409,887
		E5000	EXPENDITURE TRANSFERS	4,000,000	3,263,063
		GRSCST	GROSS EXPENDITURES	22,559,547	7,138,956
		TOTEXP	TOTAL EXPENDITURES	26,559,547	10,402,019
		R9400	USE OF MONEY & PROPERTY		67,241
		R9500	INTERGOVERNMENTAL REVENUE	12,623,000	2,355,830
		R9600	CHARGES FOR SERVICES	4,603,000	1,585,070
		R9800	MISCELLANEOUS REVENUE	947,000	73,174
		TOTREV	GROSS REVENUE	18,173,000	4,081,316
		NETCOST	NET COUNTY COST (NCC)	8,386,547	6,320,703
110800	**65**	0672	ROAD MAINTENANCE-RD FUND		
		E2000	SERVICES AND SUPPLIES	4,280,971	3,296,312
		E3000	OTHER CHARGES	2,139,190	387,249
		E4000	FIXED ASSETS	1,116,455	138,206
		E5000	EXPENDITURE TRANSFERS	12,592,581	7,292,861
		GRSCST	GROSS EXPENDITURES	7,536,616	3,821,767
		TOTEXP	TOTAL EXPENDITURES	20,129,197	11,114,629
		R8980	FUND BALANCE	259,084	
		R9500	INTERGOVERNMENTAL REVENUE		1,091,491
		R9600	CHARGES FOR SERVICES	55,000	111,736
		R9800	MISCELLANEOUS REVENUE	1,820,790	535,952
		TOTREV	GROSS REVENUE	2,134,874	1,739,178
		NETCOST	NET COUNTY COST (NCC)	17,994,323	9,375,451
110800	**65**	0674	MISCEL PROPERTY-ROAD FUND		

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E3000	OTHER CHARGES	2,000	97
		E5000	EXPENDITURE TRANSFERS	12,500	3,129
		GRSCST	GROSS EXPENDITURES	2,000	97
		TOTEXP	TOTAL EXPENDITURES	14,500	3,226
		R9400	USE OF MONEY & PROPERTY	7,000	3,660
		TOTREV	GROSS REVENUE	7,000	3,660
		NETCOST	NET COUNTY COST (NCC)	7,500	(434)
110800	**65**	0676	GEN ROAD PLAN/ADM-RD FUND		
		E2000	SERVICES AND SUPPLIES	423,050	95,773
		E3000	OTHER CHARGES	940,100	197,008
		E5000	EXPENDITURE TRANSFERS	3,254,350	1,664,180
		GRSCST	GROSS EXPENDITURES	1,363,150	292,781
		TOTEXP	TOTAL EXPENDITURES	4,617,500	1,956,961
		R9400	USE OF MONEY & PROPERTY		206
		R9500	INTERGOVERNMENTAL REVENUE	5,000	
		R9600	CHARGES FOR SERVICES	276,000	20,265
		R9800	MISCELLANEOUS REVENUE	662,500	64,939
		TOTREV	GROSS REVENUE	943,500	85,409
		NETCOST	NET COUNTY COST (NCC)	3,674,000	1,871,552
138800	**65**	0678	SPRW FUND		
		E2000	SERVICES AND SUPPLIES	4,834,523	11,693
		E3000	OTHER CHARGES	350,000	261,451
		E5000	EXPENDITURE TRANSFERS	1,700	3,791
		GRSCST	GROSS EXPENDITURES	5,184,523	273,144
		TOTEXP	TOTAL EXPENDITURES	5,186,223	276,935
		R9400	USE OF MONEY & PROPERTY	533,000	85,334
		R9800	MISCELLANEOUS REVENUE		50
		TOTREV	GROSS REVENUE	533,000	85,384
		NETCOST	NET COUNTY COST (NCC)	4,653,223	191,551
139000	**65**	0680	RD DVLPMNT DISCOVERY BAY		
		E2000	SERVICES AND SUPPLIES	12,700	
		E3000	OTHER CHARGES	300	48
		E5000	EXPENDITURE TRANSFERS	5,000	129
		GRSCST	GROSS EXPENDITURES	13,000	48
		TOTEXP	TOTAL EXPENDITURES	18,000	177
		R9400	USE OF MONEY & PROPERTY	13,000	3,959
		R9600	CHARGES FOR SERVICES	5,000	3,943
		TOTREV	GROSS REVENUE	18,000	7,903
		NETCOST	NET COUNTY COST (NCC)	0	(7,726)
139200	**65**	0682	ROAD IMPRVMNT FEE		
		E2000	SERVICES AND SUPPLIES	1,985,380	225,951
		E3000	OTHER CHARGES	4,029	789
		E5000	EXPENDITURE TRANSFERS	560,591	6,945
		GRSCST	GROSS EXPENDITURES	1,989,409	226,740
		TOTEXP	TOTAL EXPENDITURES	2,550,000	233,685
		R9400	USE OF MONEY & PROPERTY	642,596	212,164
		R9500	INTERGOVERNMENTAL REVENUE	100,000	(164,780)
		R9600	CHARGES FOR SERVICES	625,000	46,466
		R9800	MISCELLANEOUS REVENUE	300,000	

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Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		TOTREV	GROSS REVENUE	1,667,596	93,850
		NETCOST	NET COUNTY COST (NCC)	882,404	139,835
139400	**65**	0684	RD DEVLPMNT RICH/EL SOBRT		
		E2000	SERVICES AND SUPPLIES	87,600	
		E3000	OTHER CHARGES	400	47
		E5000	EXPENDITURE TRANSFERS	7,000	2,664
		GRSCST	GROSS EXPENDITURES	88,000	47
		TOTEXP	TOTAL EXPENDITURES	95,000	2,711
		R9400	USE OF MONEY & PROPERTY	20,000	2,706
		R9600	CHARGES FOR SERVICES	75,000	19,068
		TOTREV	GROSS REVENUE	95,000	21,774
		NETCOST	NET COUNTY COST (NCC)	0	(19,063)
139500	**65**	0685	RD DEVLPMT BAY POINT AREA		
		E2000	SERVICES AND SUPPLIES	79,650	
		E3000	OTHER CHARGES	350	105
		E5000	EXPENDITURE TRANSFERS	80,000	8,213
		GRSCST	GROSS EXPENDITURES	80,000	105
		TOTEXP	TOTAL EXPENDITURES	160,000	8,318
		R9400	USE OF MONEY & PROPERTY	35,000	12,116
		R9600	CHARGES FOR SERVICES	125,000	
		TOTREV	GROSS REVENUE	160,000	12,116
		NETCOST	NET COUNTY COST (NCC)	0	(3,798)
139900	**65**	0687	RD DEVLPMNT PACHECO AREA		
		E2000	SERVICES AND SUPPLIES	10,000	
		E3000	OTHER CHARGES	300	93
		E5000	EXPENDITURE TRANSFERS	35,000	9,103
		GRSCST	GROSS EXPENDITURES	10,300	93
		TOTEXP	TOTAL EXPENDITURES	45,300	9,196
		R9400	USE OF MONEY & PROPERTY	21,000	5,905
		R9600	CHARGES FOR SERVICES	1,000	
		TOTREV	GROSS REVENUE	22,000	5,905
		NETCOST	NET COUNTY COST (NCC)	23,300	3,291
111400	**65**	0697	NAVY TRANS MITIGATION		
		E2000	SERVICES AND SUPPLIES	9,081,972	
		E5000	EXPENDITURE TRANSFERS	20,000	
		GRSCST	GROSS EXPENDITURES	9,081,972	
		TOTEXP	TOTAL EXPENDITURES	9,101,972	
		R9400	USE OF MONEY & PROPERTY	300,000	30,323
		TOTREV	GROSS REVENUE	300,000	30,323
		NETCOST	NET COUNTY COST (NCC)	8,801,972	(30,323)
111500	**65**	0699	TOSCO/SOLANO TRANS MTGTN		
		E2000	SERVICES AND SUPPLIES	181,000	
		E3000	OTHER CHARGES	1,000	228
		E5000	EXPENDITURE TRANSFERS	18,000	(17,401)
		GRSCST	GROSS EXPENDITURES	182,000	228
		TOTEXP	TOTAL EXPENDITURES	200,000	(17,173)
		R9400	USE OF MONEY & PROPERTY	200,000	70,925
		TOTREV	GROSS REVENUE	200,000	70,925

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		NETCOST	NET COUNTY COST (NCC)	0	(88,098)
140100	**65**	0841	AIRPORT OPERATIONS		
		E1000	SALARIES AND BENEFITS	2,135,653	1,083,398
		E2000	SERVICES AND SUPPLIES	1,051,602	465,852
		E3000	OTHER CHARGES	788,031	340,343
		E5000	EXPENDITURE TRANSFERS	222,000	136,354
		GRSCST	GROSS EXPENDITURES	3,975,286	1,889,593
		TOTEXP	TOTAL EXPENDITURES	4,197,286	2,025,947
		R9400	USE OF MONEY & PROPERTY	3,596,584	1,961,691
		R9500	INTERGOVERNMENTAL REVENUE		(20,292)
		R9600	CHARGES FOR SERVICES		7,176
		R9800	MISCELLANEOUS REVENUE	458,162	217,327
		TOTREV	GROSS REVENUE	4,054,746	2,165,902
		NETCOST	NET COUNTY COST (NCC)	142,540	(139,955)
140100	**65**	0843	AIRPORT FIXED ASSETS		
		E2000	SERVICES AND SUPPLIES		1,410
		E4000	FIXED ASSETS	2,566,000	137,351
		GRSCST	GROSS EXPENDITURES	2,566,000	138,760
		TOTEXP	TOTAL EXPENDITURES	2,566,000	138,760
		R9500	INTERGOVERNMENTAL REVENUE	2,434,375	562,955
		TOTREV	GROSS REVENUE	2,434,375	562,955
		NETCOST	NET COUNTY COST (NCC)	131,625	(424,195)
100300	**66**	0020	PURCHASING		
		E1000	SALARIES AND BENEFITS	945,265	464,785
		E2000	SERVICES AND SUPPLIES	244,762	112,011
		E5000	EXPENDITURE TRANSFERS	(207,920)	(75,924)
		GRSCST	GROSS EXPENDITURES	1,190,027	576,796
		TOTEXP	TOTAL EXPENDITURES	982,107	500,872
		R9600	CHARGES FOR SERVICES	143,544	71,772
		R9800	MISCELLANEOUS REVENUE	108,327	8,480
		TOTREV	GROSS REVENUE	251,871	80,252
		NETCOST	NET COUNTY COST (NCC)	730,236	420,620
150100	**66**	0064	ISF FLEET SERVICES		
		E1000	SALARIES AND BENEFITS	1,927,166	818,312
		E2000	SERVICES AND SUPPLIES	8,296,270	3,559,690
		E3000	OTHER CHARGES	4,325,368	261,655
		E4000	FIXED ASSETS	2,912,780	1,308,960
		E5000	EXPENDITURE TRANSFERS	(2,252,000)	(589,436)
		GRSCST	GROSS EXPENDITURES	17,461,584	5,948,617
		TOTEXP	TOTAL EXPENDITURES	15,209,584	5,359,181
		R9600	CHARGES FOR SERVICES	12,107,404	42,054
		R9800	MISCELLANEOUS REVENUE	189,400	6,041,451
		TOTREV	GROSS REVENUE	12,296,804	6,083,506
		NETCOST	NET COUNTY COST (NCC)	2,912,780	(724,325)
100300	**66**	0063	FLEET SERVICES		
		E1000	SALARIES AND BENEFITS		10,874
		E2000	SERVICES AND SUPPLIES	298,530	322,023
		E3000	OTHER CHARGES		226,804

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E4000	FIXED ASSETS	625,680	809,040
		E5000	EXPENDITURE TRANSFERS		(579,661)
		GRSCST	GROSS EXPENDITURES	924,210	1,368,741
		TOTEXP	TOTAL EXPENDITURES	924,210	789,080
		R9600	CHARGES FOR SERVICES		(1,791)
		R9800	MISCELLANEOUS REVENUE	243,013	1,251
		TOTREV	GROSS REVENUE	243,013	(541)
		NETCOST	NET COUNTY COST (NCC)	681,197	789,621
100300	**66**	0077	GEN CO BLG OCCUPANCY COST		
		E2000	SERVICES AND SUPPLIES	12,620,098	7,824,209
		E5000	EXPENDITURE TRANSFERS		61,447
		GRSCST	GROSS EXPENDITURES	12,620,098	7,824,209
		TOTEXP	TOTAL EXPENDITURES	12,620,098	7,885,656
		R9400	USE OF MONEY & PROPERTY	73,001	36,920
		R9600	CHARGES FOR SERVICES	3,920	4,966
		R9800	MISCELLANEOUS REVENUE		94,388
		TOTREV	GROSS REVENUE	76,921	136,273
		NETCOST	NET COUNTY COST (NCC)	12,543,177	7,749,383
100300	**66**	0078	GSD OUTSIDE AGENCY SVC		
		E2000	SERVICES AND SUPPLIES	506,925	493,424
		E5000	EXPENDITURE TRANSFERS		191,863
		GRSCST	GROSS EXPENDITURES	506,925	493,424
		TOTEXP	TOTAL EXPENDITURES	506,925	685,286
		R9400	USE OF MONEY & PROPERTY	4,202	3,678
		R9600	CHARGES FOR SERVICES		144,260
		R9800	MISCELLANEOUS REVENUE	492,984	63,173
		TOTREV	GROSS REVENUE	497,186	211,112
		NETCOST	NET COUNTY COST (NCC)	9,739	474,174
100300	**66**	0079	BUILDING MAINTENANCE		
		E1000	SALARIES AND BENEFITS	19,884,196	9,284,397
		E2000	SERVICES AND SUPPLIES	40,178,591	23,725,044
		E3000	OTHER CHARGES	33,321,827	9,033,273
		E4000	FIXED ASSETS	6,935	48,440
		E5000	EXPENDITURE TRANSFERS	(61,106,770)	(27,420,576)
		GRSCST	GROSS EXPENDITURES	93,391,549	42,091,155
		TOTEXP	TOTAL EXPENDITURES	32,284,779	14,670,579
		R9600	CHARGES FOR SERVICES	31,978,679	17,489,204
		R9800	MISCELLANEOUS REVENUE	306,100	1,114,360
		TOTREV	GROSS REVENUE	32,284,779	18,603,564
		NETCOST	NET COUNTY COST (NCC)	0	(3,932,985)
100300	**66**	0148	PRINT & MAIL SERVICES		
		E1000	SALARIES AND BENEFITS	1,722,753	745,867
		E2000	SERVICES AND SUPPLIES	2,795,279	1,452,653
		E3000	OTHER CHARGES	50,953	33,216
		E5000	EXPENDITURE TRANSFERS	(4,053,155)	(2,045,030)
		GRSCST	GROSS EXPENDITURES	4,568,985	2,231,736
		TOTEXP	TOTAL EXPENDITURES	515,830	186,707
		R9600	CHARGES FOR SERVICES	514,880	335,394
		R9800	MISCELLANEOUS REVENUE	950	860

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		TOTREV	GROSS REVENUE	515,830	336,254
		NETCOST	NET COUNTY COST (NCC)	0	(149,547)
100300	**66**	0149	GENERAL SERVICES ADMIN		
		E1000	SALARIES AND BENEFITS	4,121,496	1,941,234
		E2000	SERVICES AND SUPPLIES	384,651	201,177
		E3000	OTHER CHARGES	1,500	1,647
		E5000	EXPENDITURE TRANSFERS	(4,507,347)	(1,868,888)
		GRSCST	GROSS EXPENDITURES	4,507,647	2,144,057
		TOTEXP	TOTAL EXPENDITURES	300	275,169
		R9600	CHARGES FOR SERVICES		260,832
		R9800	MISCELLANEOUS REVENUE	300	16
		TOTREV	GROSS REVENUE	300	260,848
		NETCOST	NET COUNTY COST (NCC)	0	14,321
100300	**66**	0473	KELLER SRCHRGE/MITGN PROG		
		E2000	SERVICES AND SUPPLIES	395,546	317,537
		GRSCST	GROSS EXPENDITURES	395,546	317,537
		TOTEXP	TOTAL EXPENDITURES	395,546	317,537
		R9200	LICENSE/PERMIT/FRANCHISES	335,546	80,327
		R9800	MISCELLANEOUS REVENUE	60,000	50,896
		TOTREV	GROSS REVENUE	395,546	131,223
		NETCOST	NET COUNTY COST (NCC)	0	186,314
120600	**85**	0008	REVENUE CO LIBRARY TAXES		
		R9000	TAXES CURRENT PROPERTY	20,669,927	20,437,650
		R9100	TAXES OTHER THAN CUR PROP	(5,236)	3,929
		R9500	INTERGOVERNMENTAL REVENUE	831,536	104,581
		TOTREV	GROSS REVENUE	21,496,227	20,546,159
		NETCOST	NET COUNTY COST (NCC)	(21,496,227)	(20,546,159)
120600	**85**	0113	PLANT ACQUIS-LIBRARY FUND		
		E4000	FIXED ASSETS	800,328	
		GRSCST	GROSS EXPENDITURES	800,328	
		TOTEXP	TOTAL EXPENDITURES	800,328	
		NETCOST	NET COUNTY COST (NCC)	800,328	0
120600	**85**	0620	LIBRARY-ADMIN & SUPPORT SVCS		
		E1000	SALARIES AND BENEFITS	8,073,730	3,652,915
		E2000	SERVICES AND SUPPLIES	3,264,975	1,462,709
		E3000	OTHER CHARGES	1,128,657	420,907
		E4000	FIXED ASSETS	178,632	73,756
		E5000	EXPENDITURE TRANSFERS	32,412	17,106
		GRSCST	GROSS EXPENDITURES	12,645,994	5,610,287
		TOTEXP	TOTAL EXPENDITURES	12,678,406	5,627,393
		R9400	USE OF MONEY & PROPERTY	68,000	23,420
		R9500	INTERGOVERNMENTAL REVENUE	529,967	102,132
		R9600	CHARGES FOR SERVICES	129,917	10,200
		R9800	MISCELLANEOUS REVENUE	1,451,280	38,623
		TOTREV	GROSS REVENUE	2,179,164	174,374
		NETCOST	NET COUNTY COST (NCC)	10,499,242	5,453,019
120600	**85**	0621	LIBRARY-COMMUNITY SERVICES		

Mid-Year Budget Status Report

Fund	Agency			Current Year Adjusted Budget	Total Year-to-Date
		E1000	SALARIES AND BENEFITS	12,038,143	5,914,278
		E2000	SERVICES AND SUPPLIES	2,253,750	847,084
		E3000	OTHER CHARGES	1,681,497	1,070,415
		E4000	FIXED ASSETS	900,000	140,944
		GRSCST	GROSS EXPENDITURES	16,873,390	7,972,721
		TOTEXP	TOTAL EXPENDITURES	16,873,390	7,972,721
		R9400	USE OF MONEY & PROPERTY		205
		R9500	INTERGOVERNMENTAL REVENUE	2,445,300	498,729
		R9600	CHARGES FOR SERVICES	917,100	369,840
		R9800	MISCELLANEOUS REVENUE	215,600	217,421
		TOTREV	GROSS REVENUE	3,578,000	1,086,195
		NETCOST	NET COUNTY COST (NCC)	13,295,390	6,886,526
120700	**85**	0622	CASEY LIBRARY GIFT		
		E3000	OTHER CHARGES	258,035	5
		GRSCST	GROSS EXPENDITURES	258,035	5
		TOTEXP	TOTAL EXPENDITURES	258,035	5
		R9400	USE OF MONEY & PROPERTY	8,000	606
		TOTREV	GROSS REVENUE	8,000	606
		NETCOST	NET COUNTY COST (NCC)	250,035	(601)
100300	**95**	0579	VETERANS SERVICE OFFICE		
		E1000	SALARIES AND BENEFITS	657,746	318,339
		E2000	SERVICES AND SUPPLIES	79,460	29,494
		GRSCST	GROSS EXPENDITURES	737,206	347,833
		TOTEXP	TOTAL EXPENDITURES	737,206	347,833
		R9500	INTERGOVERNMENTAL REVENUE	95,000	57,500
		R9600	CHARGES FOR SERVICES	50,000	
		TOTREV	GROSS REVENUE	145,000	57,500
		NETCOST	NET COUNTY COST (NCC)	592,206	290,333
100300	**95**	0630	COOPERATIVE EXTENSION SVC		
		E1000	SALARIES AND BENEFITS	275,262	146,706
		E2000	SERVICES AND SUPPLIES	26,285	11,103
		E5000	EXPENDITURE TRANSFERS	29,256	10,261
		GRSCST	GROSS EXPENDITURES	301,547	157,809
		TOTEXP	TOTAL EXPENDITURES	330,803	168,070
		NETCOST	NET COUNTY COST (NCC)	330,803	168,070
100300	**99**	0990	CONTINGNCY APPROP-GENERAL		
		E6000	PROVISIONS FOR CONTINGENCIES	10,000,000	
		GRSCST	GROSS EXPENDITURES	10,000,000	
		TOTEXP	TOTAL EXPENDITURES	10,000,000	
		NETCOST	NET COUNTY COST (NCC)	10,000,000	0

Attachment C

List of Funds

100300	GENERAL FUND
104100	REVENUE FUND COUNTY SERVICE AREA
105600	COUNTY LAW ENFRCMT-CAP PROJ
105700	JUSTICE FACILITY CONSTRUCTION
105800	JUVENILE HALL -CAP PROJ
105900	ELLINWOOD CAP-PROJ
110000	RECORDER MODERNIZATION
110100	COURT / CLERK AUTOMATION
110200	FISH AND GAME
110300	LAND DEVELOPMENT FUND
110400	CRIMINALISTICS LABORATORY
110500	SURVEY MONUMENT PRESERVTN
110600	CRIM JUSTICE FACILITY CONSTR
110700	COURTHOUSE CONSTRUCTION
110800	ROAD
110900	TRANSPORTATION IMPROVEMENT
111000	SANS CRAINTE DRAINAGE
111100	PRIVATE ACTIVITY BOND
111200	PH-BART TRANSIT PLANNING
111300	AFFORDABLE HOUSING SPEC REV
111400	NAVY TRANS MITIGATION
111500	TOSCO/SOLANO TRNS MITIGATION
111600	CHILD DEVELOPMENT FUND
111700	TRANS IMPRVMNT-RODEO/CROCKETT
111800	HUD NSP
111900	USED OIL RECYCLING GRANT
112000	CONSERVATION & DEVELOPMENT
112100	CDD/PWD JOINT REVIEW FEE
112200	DRAINAGE DEFICIENCY
112300	PUBLIC WORKS
112400	D A CONSUMER PROTECTION
112500	DOMESTIC VIOLENCE VICTIM ASST
112600	DISPUTE RESOLUTION PROGRAM
112700	ZERO TOLRNCE-DOM VIOLENCE
112800	D A REVENUE SEIF
112900	D A REVENUE NARCOTICS
113000	D A ENVIRONMENT/OSHA
113100	DA FORFEITRE-FED-DOJ
113200	PH BART GREENSPACE MTCE
113300	R/ESTATE FRAUD PROSECUTE
113400	CCC DEPT CHILD SPPRT SVCS
113500	EMERGENCY MED SVCS FUND
113600	PROP 36-SUB ABUSE CP ACT
113700	AB75 TOBACCO TAX FUND
113800	PROP 10-CSAS SPECIAL REV
113900	TRAFFIC SAFETY FUND
114000	PUB PROTECT-SPEC REV FUND
114100	SHERIFF NARC FORFEIT-ST/LOCAL
114200	SHERIFF FORFEIT-FED-DOJ
114300	SUP LAW ENFORCEMENT SVCS
114400	LOCAL LAW ENFORCEMENT BJP
114500	SHERIFF FORFEIT-FED TREASURY
114600	PROP 63 MH SVCS ACCT
114700	PRISONERS WELFARE FUND
114800	COMM COLL CHILD DEV-FUND
114900	PROBATION OFFICERS SPECIAL FUND
115000	AUTOMATED SYS DVLPMNT
115100	PROPERTY TAX ADMIN
115200	VLF SECURITIZATION FUND
115500	IHSS PUBLIC AUTHORITY
115600	DNA IDENTIFICATION FUND
120600	COUNTY LIBRARY
120700	CASEY LIBRARY GIFT
123100	HERCUL/RODEO CROCK A OF B
123200	WEST COUNTY AREA OF BENEF
123300	KENSINGTON AREA OF BENEFT
123400	NORTH RICHMOND AOB
124000	MARTINEZ AREA OF BENEFIT
124100	BRIONES AREA OF BENEFIT
124200	CENTRAL CO AREA/BENEFIT
124300	SO WAL CRK AREA OF BENEFT
124400	BOGUE RANCH AREA OF BENEF
125000	LAMORINDA AREA OF BENEFIT
126000	ALAMO AREA OF BENEFIT
127000	SOUTH CO AREA OF BENEFIT
128000	PITTS/ANTIOCH AREA/BENEFT
128100	MARSH CRK AREA OF BENEFIT
128200	EAST COUNTY AREA OF BENEF
128300	BRENTWOOD AREA OF BENEFIT
128400	DELTA EXPRESSWAY DEV FEES
129000	BETHEL ISL AREA OF BENEFT
131800	CRIM JUSTICE AUTOMATION
132800	COUNTY CHILDRENS
133200	ANIMAL BENEFIT
133400	CO-WIDE GANG AND DRUG
133700	LIVABLE COMMUNITIES FUND
134000	AVA SERVICE AUTHORITY
134700	CDBG SM BUS&MICROENT LOAN
134800	CDB 1ST-TIME HMEBYR LOAN
134900	HUD BLDG INSP NPP
135000	RETIREMENT UAAL BOND FUND
135100	NATURAL DISASTER
135200	RET LITGTN STLMNT DBT SVC
136000	CENTRAL IDENTIFY BUREAU
138800	SPRW FUND
138900	EAST/CENT TRAVEL CORRIDOR
139000	RD DVLPMNT DISCOVERY BAY
139100	RD DVLPMNT BISHOP RANCH
139200	ROAD IMPRVMNT FEE
139300	RD DEVELOPMENT OAKLEY
139400	RD DEVLPMNT RICH/EL SOBRT
139500	ROAD DEVELOPMENT BAY POINT
139600	RD DEVELOP CROW CANYON
139900	RD DEVLPMNT PACHECO AREA
140100	AIRPORT ENTERPRISE
142000	SHERIFF LAW ENF TRNG CNTR
142500	CHILDCARE ENTERPRISE
145000	HOSPITAL ENTERPRISE
145100	REGENCY HILLS HOSPITAL ENTERPRISE
145200	CREEKSIDE SNF HOSPITAL ENTERPRISE
146000	HMO ENTERPRISE
146100	HMO ENTERPRISE-COMM PLAN
146200	MAJOR RISK MED INSUR ENT
150100	FLEET ISF

ATTACHMENT D

COUNTY WIDE EMPLOYEE
COST SAVINGS SUGGESTIONS

A. SUGGESTIONS THAT COULD BE IMPLEMENTED IMMEDIATELY

1. Fund and implement a county hot line for employees and the public to report waste, fraud or other matters concerning county resources.

2. Closely review the county's interpretation of FMLA. Many employees use this to not come to work. Supervisors can't discipline or correct behavior. Impossible to run a business with inadequate and inconsistent staffing.

3. Overhaul of the whole administrative and Personnel process, which presently functions in a 19th century model in response to 21st century environment. Have Health Service clerical and Personnel completely separate from downtown to speed efficiency responsiveness and relevancy .

4. Sponsor County employee exercise program. County can charge for the service and those who participate will hopefully be more healthy and have fewer sick days.

5. Reduce the time for inquiry of public information to 10 minutes and charge any time spent by staff for more than 10 minutes; or increase the rate charge for any time spent by staff over 15 minutes. Enforce charging over the allotted time.

6. The county could save money by requiring all meetings that can take place by phone or video conference to be held that way instead of employees driving to meetings offsite and charging the county mileage.

7. Study countywide finance departments and systems to update the processes and make use of technology and staffing. The processes surrounding the Auditor’s office and Treasurers office are cumbersome and difficult.

8. Market services to cities and agencies with a business plan that ensures full funding for services provided. The flip side is to review current marketing of services to ensure County service does not suffer due to services provided to outside agencies.

9. Along the same line as above item. Why do County Departments need to pay overdraft charges against funds that are inadequate to provide the services expected? It seems there must be a solution to this waste for programs that are obviously woefully underfunded.

FACILITIES

10. Turn off the refrigeration units in the old water fountains in all of the office buildings. We have bottled water coolers that most people use, so the basic tap-water water fountains are rarely used, and the refrigeration units in these are old, likely non energy-efficient, and burn a lot of electricity. The water fountain on this floor lets such a small amount of water out of it that it is completely unusable to anything but a micro-organism, to get any water out of it you'd have to put some major

suction on it for quite a while to get anywhere near enough water for a swallow, and it's been that way for at least the last 15 years. We might as well shut it off.

11. Initiate rolling "brown outs" - cycle the heat and air conditioning to be off 1 hour every so-many-hours. We'd probably never know or feel the difference. Try this as a pilot project in 1 building.

12. Modify building temperature two degrees.

13. Two times a week employees empty their own trash containers.

14. Expand GSD facilities and fleet services to the Housing Authority

15. I've noticed that maintenance will empty the trash cans, no matter if the can has one piece of paper in it or is full to the brim...this would be OK except for the fact that each time the trash can is emptied the plastic liner is also removed (even when there is only a paper or two in it)...with plastic bags seemingly taking over much of our landfills, I think waiting until the trash is full before emptying and putting in a new plastic liner makes more sense...this might not save much money, but it sure would help the environment...

16. Turn off all lights and fans in county buildings. I live in Martinez and drive by the county buildings with ALL the lights on. Especially the new District Attorney's office. Turn off computers, left on overnight which needlessly uses electricity.

17. Install motion detectors to turn on restroom lights.

18. I have a proposal to save the hospital a large sum of money by generating power using a hydro energy plant. I've been working with a company from Utah that specializes in hydro energy and they have expressed that they could save the hospital millions in energy costs over time. I am in the process of getting the information together to get it in front of you. However, I do need some help to be able to have accurate information for you. I need a history of power bills for the hospital for one year. The information I need is costs (highs and lows) and rates for one full year. How this works is the plant will be tied in to the water supply thru the pipelines which will turn turbines of the energy plant, thereby producing the energy from the hospitals own water supply. This is obviously a very simple explanation but there will be more detailed information in the formal proposal. The $60 million shortfall is a huge number to overcome, so I think the county needs a savings plan that will bring large amounts of savings very quickly, and cut down the debt and overhead costs. The benefits are many, but I think the money being saved in energy costs is the primary one. I look forward to working with you and please contact me to get me the energy costs of one full year, so I can get the figures to the power plant company.

19. Make better use of the county space we have now. Examine large empty spaces in any buildings that can be used to rearrange staff. For example, PHC has several conference rooms, do they really need that much space? Examine areas where perhaps we can put prefab mobile type offices behind existing county buildings for space, instead of expensive leases from privately owned buildings. Evaluate building space utilization/consolidate where possible.

RECYCLING/GREEN PROGRAMS

20. Increase recycling efforts.

21. Recycling garbage, landfill impact concepts; I have reduced the garbage output, and domestic bill, by recycling and reducing my landfill contributions, does this not work for the county as well? In Richmond, we'd tried initiating a recycling program, I arranged for all of the recycling bins for the clinic, but the public at large had no idea what they were throwing where, so they were removed; this was about 5 years ago. Is there a better educational program for the City of Richmond for recycling, which the health center could tap into? Is this an issue county wide?

22. Suspend the Green programs as they tend to cost more.

23. Look into purchasing and installing solar panels for energy for all county facilities/ buildings.

FLEET

24. Limit the number of County Vehicles and have a reservation system (similar to conference rooms) to sign out the cars. Hopefully this will force people to carpool, plan their schedules accordingly, and/or limit the trips they have to make out of the office. Less maintenance on the vehicles and other operating costs.

25. Have General Services conduct facility landscape maintenance on as as-needed rather than regular schedule. Every week someone is here to prune the atriums when the effort could be diverted to other areas of the County.

26. Establish liaison person to monitor shop repairs, costs and down time.

27. Move the custodians back to the graveyard shift. They can work much quicker if staff is not here to get in the way or to converse with. Also does the trash really need to be emptied once a day, what about every other day?

28. Switch out aging county cars to hybrid ones! Use CNG/electric vehicles – lower fuel costs.

29. I also wonder if we need as many county cars as we have available. I see many just sitting in parking lots and car costs add up. In our back lot (Health Services) has several county cars that look like they don’t always get used. Would it be wise to do a study and see how much time is actually needed in the vehicles and possibly sell off 25% or so of the cars? That would be great cost savings on maintenance, registration and insurance costs.

30. Suspend any commuting use of county vehicles, if any. Stop allowing the use of county cards to drive back and forth to work. Departments should require their workers to drive their own car to the lot and then drive a county card for jobs.

31. Consider restricting or eliminating use of County vehicles for commuting to and from home.

32. Reduce the use of home-garaged vehicles.

33. No county vehicles to be used for commuting out of the county.

34. Eliminate all subsidized County car and vanpools

ATTACHMENT D

POSITION MANAGEMENT/STAFFING

35. Eliminate unfunded vacant positions

36. Purge management positions (there are way too many managers)

37. Re-evaluate and scrutinize all the “assistants” people have in their departments.

38. Look at employees in full-time positions who consistently work less than 40 hours per week, and adjust their positions/benefits to correspond to the number of hours they are actually working. This should save money in benefits.

39. Streamline the recruiting process to eliminate multi step duplicative process between department personnel offices and human resources. Also work with personnel to streamline interview process. Screen the applications down to a manageable list size. Lots of staff time is invested in the interview process.

40. Change County Temps to part time no more than 30 hours a week..

41. Verify employee work schedules and that the forms are accurate. Also confirm by supervisor verification that employees are adhering to their agreed upon schedule by requiring accountability.

42. Investigate use of overtime, looking for planned use in lieu of staff. Eliminate/reduce overtime.

43. Do not require outside recruiting when there are qualified in-house candidates.

44. Maximize usage of inmate crew and duties.

45. Juvenile crews could/should be used for fine litter removal on roadsides.

AUTOMATION/ON-LINE RESOURCES/IMAGING

46. Would it be possible to automate the Annual Charity Campaign? A huge amount of staff time and paper resources are devoted to this worthy cause. It would be great if employees could view the campaign booklet and local charities on line and complete an automated form!

47. I just got my W-2 in yesterdays mail. If they were handed out with our 1/25/09 paychecks, the county could save several hundred in postage costs. Perhaps that could be implemented next year.

48. The County should also look at streamlining the payroll process. The current system is very costly in terms of paper and person hours to process. The software used by Health Services Payroll is actually designed for a bi-weekly payroll system. Switching to a bi-weekly payroll may make it easier for employees to absorb any pay cuts or increases in benefit costs.

49. Get rid of time sheets and only submit negative reporting for absences or make time sheets electronic like our CCHS contracting process so it can interface with payroll software.

50. Develop new business models that maximize “e-gov” initiatives

51. Make sure everything is on line with easy access-I can't tell you how often people still use 411 when phone numbers are on line. Use email to distribute memos, letter, cc:, etc. instead of hard copies.

52. Open enrollment. Have it on-line. Do not create packets, create an HR kiosk with computer access to computers. I suspect I could type it faster than I could write it. Currently it is charged to the CAO's office. 10,000 copies @ $1.09 per copy (staff time – 60 hours, printing and graphics); $.64 per copy without staff time. Print and mail service outsource the graphics and printing.

53. Send out Employee Wellness Newsletter online only.

54. Also when open enrollment comes around, I get so much literature from the county in the US mail. Perhaps a generic email can go out to all employees stating that if you want the information, request it and it can be sent via transmittal to your department. I just throw mine away because I'm not interested in changing my health plan, so not only is the cost of postage a factor, but also the cost of printing the information.

55. On line or electronic employee evaluations.

56. Investigate cost savings of using an imaging process instead of maintaining paper archive files.

57. Reduce off-site file storage. Storage and file retrieval cost is increasing. One way to eliminate or reduce our storage cost is by scanning documents. A number of the County's larger departments have been able to securing funding for scanning equipment and are benefiting from this technology. However, there is nothing currently available for small departments. Helping small departments reduce their filing and storage cost should considered in this budget cycle.

58. Use imaging system/web based application to transmit Accounts Payable documents/invoices for processing.

59. Create web based application to electronically transmit finance documents to the Auditor's office for processing.

60. Utilize website for services (park permits, solicitations, community center rentals, streetlight reporting tracking, etc.)

61. Web based project tracking & projected completion dates.

62. Use online services for communications with other Departments. Setting up a website, will save considerable time and effort. One can more efficiently conduct business; organize contracts, share documents with employees or contracts, even when you're out of the office.

63. Using the Automated BOS Agenda process, identify other functions that can be automated or use web based programs to streamline time/costs. Since the board orders are electronic, we can also send electronic copies via email to all the cc's and only print a hard copy for filing purposes.

64. We should think about getting copies of Adobe Acrobat for the clericals within each division so the board documents can be saved and stored efficiently. This would also help with interdepartmental communication as it would reduce the need to send everything via hard copies and interoffice mail

through GSD (for example: draft COA's could be reviewed and created using Adobe and then only the final copy would be a hard copy).

65. Use email software to track schedules and tasks which can improve our performance. Most people are good at creating to-do or task lists, but often become distracted and don't commit to a scheduled time to accomplish those tasks. By utilizing the task and reminder functions of an email program, one can set up a calendar that generates alerts, whether annual, weekly or daily.

66. Monitor/restrict computer use and websites. Charge employees for using county time to book air line tickets, order clothing, do their banking, etc. We need to keep these employees busy so they don't have time to play on the computer.

67. Eliminate hard-copy reference materials, to the extent electronic references area available and adequate for fieldwork.

68. Implement the use of an electronic timesheet to reduce the cost of printing timesheets that are duplicates, and to improve timeliness and efficiency of timesheet submissions and corrections.

69. Stop issuing physical pay stubs for employees who do not get checks – this process was tested and works – implement it or replace with online and telephone access to pay stub information.

70. Develop a procedure for expense checks to be direct deposited into accounts like paycheck.

71. Create opportunities for the community to complete applications and processes on-line.

72. Create an on-line application for processing HR forms.

73. Develop or purchase a procedures online template (that becomes the standard so that agencies have a format on how to move from binders to on-line access to procedures.

74. When providing results of testing or testing schedules, ask for an email address instead of a mailing address.

75. Use and open up access to the PeopleSoft application to its fullest extend.

76. Negotiate with existing media storage firm to establish County-wide service contract.3

77. Conduct a Direct Deposit Campaign to reduce the number of checks issued; send payment advices via email or post to a website that employees can access their information if they want.

78. Implement shared database for responding to incidents between departments. Often illicit discharges, complaints, etc., originate with other departments and info needs to be routed to numerous other divisions/departments. Streamline our County-wide referral process.

79. Focus our mission critical operations. For example: a more defined department-wide IT approach from current splintered approach.

80. Use projector to present meeting instead of printing and distributing hard copy handouts.

TRAVEL/TRAINING

81. Eliminate in-county meal reimbursement for managers/staff that attend meetings or trainings within county limits.

82. Raise number of miles you must accumulate before you can submit a Mileage Demand. Right now it's 20 miles (that's $11.00). I know it costs much more than that to process the check.

83. Pay county travel/employee demands quarterly instead of monthly. The cost of processing a warrant is approximately $19. Considering that most travel is now prohibited I don't think it would be a lot to have employees wait a few months to be reimbursed for smaller mileage checks.

84. Reduce staff recruiting trips (Cal, UC Berkeley….)

85. Limit travel/training to local/critically essential courses. Review training and travel requests with budget constraints in mind.

86. Review training needs; fund only IIPP mandatory training, review staff training requirements and needed training.

BUDGET AND FINANCE

87. Review the overhead budget within the Department and educate Department staff on the consequences of this expense.

88. Eliminate some of the divisional breakouts of expenditures. At the very least review the need for tracking costs on a divisional level for some costs (i.e. Computers).

89. Continue to refine our Program Budget process to make it a more relevant document.

90. Financing Deal Team. Establish a team to oversee financing deals, to ensure that the responsible staff negotiates the best business deal on behalf of the County.

91. Napa CAO is diligently working on creating a County-wide initiative to ensure the utmost accountability, transparency and efficacy by continuously reporting on the entire County and relating that reporting to the annual budget, so that constituents can see where money is being allocated and why – based on results.

92. Explore another POB transaction if feasible.

ORGANIZATIONAL DEVELOPMENT

93. Hope you can still get this one in - it's a proven program I would like to recommend that the County implement the Six Sigma/DMAIC process (a strategy used by many corporations to focus on process improvement and the reduction of variation and cost). In some cases, the improvements/ changes implemented would be transparent or improve the services we provide to the residents in our community. Within our department we have begun to improve efficiencies by reviewing the current workflows and making modifications, which have reduced paperwork and in turn will reduce expenses. If each department would take the initiative to review and analyze their current

workflows, the improvements and cost savings could have a substantial impact on our current working environment.

94. Establish a Performance Management System which can be a great tool to assist in program reduction decisions and to identify where the County gets the biggest bang for the buck. In order for such a system to be effective it normally needs to include not just programs but administrative functions as well.

95. Hire consulting firm to do a job audit on higher paying jobs to ensure county is getting full time work for a full time job. This may allow for some consolidating of positions, thereby saving money.

96. County should hire an outside private agency to do a complete audit of all County Departments. The audit would include how projects/divisions can run more efficiently, eliminate certain positions that are non-essential or could be handled by one person, etc.

97. Evaluate the Department's organizational structure to minimize overhead costs.

98. Review each department's organizational structure and department programs.

99. Establish an "Office of Organizational Management and Accountability" within the CAO.

CELL PHONES

100. What about decreasing the number of cell phones and just offer a discount to those employees who use their own phones to do business. This would cost less then paying a monthly bill, insurance, and the cost for the phones as well.

101. Develop uniformity in purchasing and plans for cell phones.

102. Curtail county paid cell phone use. Develop a countywide policy that defines appropriate use of cell phones limited to public protection or other critical safety functions. All other county paid cell phones should be discontinued.

CONTRACTING

103. Investigate current county contracts to decide whether or not they are beneficial to county savings.

104. Oversight. Require each department to have a person assigned to oversee department contracts, including the development of the contract and review of monthly billings. Any retroactive contract, request for "ratification," extension of the term of a contract or of the amount of the contract should be accompanied by a memo explaining the necessity for this action. Observations of current practices: many departments assign the contracting process to clerks to prepare, who generally are not equipped or inclined to exercise judgment as to the terms. Contracts, including price and other essential terms, are not negotiated. Services are not monitored. Sometimes a department may be contracting for four tasks, and the contract limit is reached (to their surprise) after only the first task is completed. Work is started before a contract is even drafted, making it impossible to negotiate the terms.

ATTACHMENT D

AFFIRMATIVE ACTION/SBE

105. The SBE program needs to be simplified. A lot of staff time (cost and delays) is spent jumping through hoops to get what we need to provide quality service to our customers.

106. Allow the department to execute PO up to $500 without either SBE or Outreach requirements.

107. One idea is to increase the maximum amount of a professional services contract awarded to a SBE counts towards meeting a Dept. SBE goal. Right now it's $50K ($25K for construction contracts). If we doubled that we could issue less professional services on-call contracts. Since each contract takes several hours to draft, review (internally), refine, and review (externally) this could save several thousands of dollars per contract.

108. Create a database for SBE/Outreach/Amendments and Renewals where departments can submit yearly vs. 6 months. Data generated should be integrated with the email programs; and later to the Reports submitted to the I.O. Committee.

109. Since the Board adopted Ord. 2008-07 allowing the CAO to approve service contract up to $100K; and we are going through a solicitation process already, it doesn't seem like much of a stretch to increase the payment limit of our on-call contracts to the $100K limit. If we are parsing out work to promote the SBE program, the Board could also determine contracts up to $100K are subject to the SBE process. Fewer but larger projects seem likely to be more efficient.

PRINTING

110. Encourage (direct) departments to restrain as much as possible the printing of electronic communications and attachments.

111. Reducing paper usage, double-sided printing/copies or distribute electronically via email and only print fax confirmation when needed.

112. Set computers to default to double-sided printing on printers and networked copiers (multi-functional devices) and facilitate the connection between the new copiers and the networks for departments that request this function. Singled-sided printing will still be available, if necessary, by choosing this option in the print menu on your computer

113. Policy to require that bids, quotes, proposals and other documents be submitted double-sided to the maximum extent possible.

114. I would like to see this publication as a pdf file and available online. I believe a lot of publications and newsletters can be changed to electronic reduce costs.

115. I would like to propose that the county stop printing expensive publications like the "County Clips".

TELECOMMUTING

116. Create or encourage a telecommuting program when appropriate, to reduce need for County facilities for the entire workforce.

117. One day of telecommuting per week has the potential to reduce overhead costs.

118. Allow telecommuting. Allow clinical personnel (nurses) in positions where calling patients is required to work from home (contacting patients during evening hours will increase productivity). Allow computer access from home.

TELECOMMUNICATIONS

119. Switch to a VOIP (voice over internet protocol) telephone system. We have this at home and it is VERY inexpensive. Example: SKYPE

120. Eliminate music played while on hold (if there is a phone charge for this)

121. Remove 411 access from all phone lines. I believe it costs about $1.75 per call.

122. Work more closely with cities to share cost efficiencies especially in law enforcement relative to arrest, booking and detention costs...convene a county-wide group which includes law enforcement, medical, mental health, emergency services, etc. to develop county-wide policies that will increase efficiency and effectiveness for all involved relative to chronic system users. (you can take advantage of a structure already in place called the multidisciplinary committee run by Central County Mental Health).

WORKERS COMPENSATION

123. Review our Worker's Comp policies and procedures. Why are we granting worker's comp to employees that were hurt doing something that is not in their job description? Example: under desk trying to catch a cricket; employee has been off for 2 months. Why don't we investigate the validity of claims? There are employees (usually problem employees) that have multiple claims. Makes it hard to run a business, provide timely patient care and brings down morale when we have inadequate staffing due to worker's comp claims.

PURCHASING/SUPPLIES/OFFICE MANAGEMENT/MAIL

124. Streamline the process of creating an Open P.O., and make it easier to extend them. Once an Open P.O. is created, other departments should be able to piggy-back on them easily. There are vendors used by a lot of different departments (Ace Hardware, for example). I'm sure there are a lot of services and supplies we have in common to other departments.

125. Four departments purchase large amounts of food – Health Services, Probation, Sheriff, EHSD, Community Services Bureau (Head Start, etc.) Might there be any savings by combining those functions or coordinating them?

126. Refillable pens and pencils.

127. Minimize or eliminate overnight mail deliveries. Coordinate department-wide for courier services to outside agencies.

128. I'm not really sure where the print mail services cardstock calendars are coming from ...they are pretty and I enjoy them but we are already provided with desk calendars. These may be an unnecessary expense.

129. Ban NCR Forms

130. We need to standardize ordering office supplies, computer equipment, etc. We need to standardize working materials. Not, I want a green pen or I want purple paper, larger computer screen or faster printer, special pens. It is obviously nice to have the cute little extras, but in these financial times we need to watch the ordering. During my employment at Santa Clara County and Alameda County, we rarely got to order pens and notebooks, and when we did, it was the least expensive item.

131. Freeze on purchase of new office furniture. Disallow the ordering of new furniture/office equipment when the necessary items, although not as nice, are available (which is most of the time) in surplus. Ideally, I propose a shared central bank (file) that stores and sorts information on what items are available, where the item is located, and when the item will be sent to surplus if there are no takers. The concept is similar to placing an ad on Craigslist or better yet, freecycle.org, which you can describe the item and even attach a picture.

132. Freeze on purchasing new computers, cell phones, printers, and copiers.

133. Replace copiers with one that has the capability to scan. I believe that if we did invest in this capability, we then could save money by not having to fax back and forth between offices.

134. Establish countywide copier standards.

135. Standardize envelopes to just a few sizes and color. When designing envelopes, remember to think of using bar coding as a way to handle return mail.

136. Current best practice for government agency paper purchasing is to select at least 35% post-consumer content to support environmental goals. If departments purchasing virgin copy paper switched to the Office Depot 10% post-consumer recycled content copy paper, they will see some small savings.

137. Encourage all employees to identify ways in which we can cut down our paper usage by at least 25% through reviewing the need for copies and by making all copies or prints double-sided, which will save the County significant dollars. At the end of the fiscal year, analyze the implementation of best practices by agencies and departments to measure our progress. All reduction in paper use will reduce expenditures.

138. There are also costs associated with recycling the discarded papers and energy use for copiers and printers.

139. Eliminate departmental newspaper subscriptions.

140. Before new furniture is ordered, see if what is already there or available in storage would suffice. Most county offices do not have people coming in. Most meetings are held in the conference

rooms. There is no need to impress in these stringent financial times when life-saving services are being cut, along with people's jobs.

141. When I was at the storage facility, I noticed a lot of computers, electric typewriters, office furniture, etc. outside and exposed to the weather and thus damaged beyond repair. Had they been stored properly inside, they could have been used by non-profits, students, or sold to bring in some money. If not, they need to be sent over to an e-waste facility. The storage area is a disgraceful mess. Get someone over to clean up and organize the storage area so there will be an accurate inventory of what is available and either re-issue the older computers where they can be used, or sell, donate or trash them. Hiring someone to repair computers or paint furniture would be a lot less expensive than buying fancy cherry wood.

B. SUGGESTIONS REQUIRING POLICY DIRECTION OR BOARD ACTION

1. For some specific charges, allow exemptions for County Departments. For instance, one County Department should not have to pay the Recorders Office for County business recording charges or County owned parcels paying penalties for taxes on a parcel.

2. Employees on a Leave of Absence will be required to apply for COBRA after 9 months until they return back to work

BUDGET REDUCTIONS

3. Look for ways to target general fund expenditures reductions and not just apply across the board cuts to employees. Allow Departments flexibility as to how to make general fund cuts. Some may reduce salaries some may reduce positions. Those departments who do not have significant general fund may be able to be ok.

4. Across–the-board reductions or furloughs may be politically expedient, but for a large number of programs, they could actually be very wasteful of program services resources while not actually saving County dollars.

5. Minimize across the board freezes and cuts and emphasize strategic cuts. Holding back hiring and implementation of non general fund programs is disruptive, expensive, and wasteful in the longer run.

6. Require the health care system to be self-supporting (start reducing GF subsidy)

HIRING/STAFFING

7. Impose a temporary moratorium on promotions that include a salary increase.

8. Stop using Apple temp agency workers for administrative assistants. This may seem like an inexpensive option at first but having multiple assistants in a short period of time is senseless. My time to orient them is costly. Their skill level is not adequate (although 1 person was very dedicated she left due to lack of benefits and permanent position). Their sense of "ownership" or dedication is not present. Hire a benefited person who will take pride in their job. Spend more to save more (in

terms of time saved and quality of work). You may want to check the history of length of time temp workers have spent in various positions and note the high turnover rate.

9. Reduce or eliminate the use of outside Contractors and Contract Agency Temps if in-house resources are available.

BOARD OF SUPERVISORS

10. NO FOOD POLICY. Set a good example to all and start with the BOS lunch!!!

11. Reduce BOS recent wage increase by 50%.

12. Schedule Board meetings twice per month.

13. Suspend weekly Board meetings. The Board should meet no more than monthly or possibly quarterly. The Board should delegate authority to make most decisions that are currently acted on weekly to the CAO or appropriate Department Heads.

14. Reduce expenditures by BOS for travel, furniture, office remodeling, meetings, etc.

15. Discontinue lunch for Board of Supervisors meetings.

MANAGEMENT CONTROL

16. Make managers accountable for the performance of their staff. Don't allow them to ignore poor performance.
17. Allow Department Heads to run their departments without drastic over broad policy actions. Example: Allow Department Heads to determine their own food budget within prescribed limits and budgets. It is contradictory to continue providing lunch to the BOS and discontinue this across the board in all Departments. It sends the wrong message.

MANAGEMENT PAY/BENEFITS

18. Reduce the amount of management hours (to offset managers working overtime.) Many exempts NEVER work overtime.

19. Suspend the management professional development fee.

20. Eliminate car allowance to those who have it.

21. The 7% pay cut that they are trying to impose on county employees, I propose to take it out of the Board of Supervisors and the County Administrator since they make enough money to do their job. A lot of positions can be saved with the 7%, if not, then they can cut up to 20% or 30% of the salary increase they received last year.

IMPLEMENTATION OF FURLOUGS

22. My dad used to work for U.C. Berkeley and he was telling me that when times got really tough they decided to layoff employees every Friday. U.C. Berkeley made a request through Unemployment that their workers be compensated for the 1 day a week layoff. This way, the employees received almost their entire paycheck but of course not the entire amount. He says that this has to be done as a whole by the company and that it cannot be each individual employee requesting unemployment. He did say it would require more paperwork to be done by the County though

ORGANIZATIONAL STRUCTURE

23. Remove signal and street light maintenance crews from GSD to PW. Remove park and landscape maintenance crews from GSD to PW with appropriate funding considerations. This could potentially streamline the efficiency for these operations.) The above idea could also be modified to move all park and landscape services to GSD and PW has no responsibility to landscape and park maintenance services.

24. Eliminate the County Affirmative Action and SBE Programs. These are hanging-on programs that have already served their purpose both in the areas of employment and procurement.

25. Suspend the Outreach and SBE Programs. Currently large amounts of money are spent trying to implement this program with only marginal results. May observation is that only the larger more sophisticated contractors really understand the program and are able to successfully meet the outreach. So that leaves many smaller contractors left out and not awarded county contracts, or contractors with more overhead get the county jobs. In addition, the PWD has re-advertised many times to try to meet the requirements of outreach. This probably cost the County at least $5K each time, and we have awarded to the second or third bidder. Last year on the slurry seal we spent more than an additional $100K to get the second bidder.

26. Merge IT into General Services.

27. Consolidate between departments shared divisions such as GIS, HR, Contract Administration.

28. Eliminating the Employee Wellness Program.

29. Suspend the employee service award program. The county pays a vendor an average of $120,000 each fiscal year for recognition and award items. Recognition and awards are important, however, there may be other ways to accomplish. No more anniversary gifts please! I just received one for ten years of service and though the cost of these gifts may not be high, I believe they are totally unnecessary and if nothing else quite a bit of staff hours are necessary to coordinate/make purchases for this program.

30. Either completely consolidate or completely separate Personnel/Human Resourced, IS/IT functions, purchasing. Not cost effective to have to go through so many different departments to accomplish a task, nor is there sufficient standardization to streamline the process.

HEALTH BENEFITS

31. Directly addressing OPEB at the benefits/retirement provision not through salary/premium freezes. Encourage Staff to choose cafeteria style benefits instead of costs shared across a single, and family plan. John Muir Family plan costs about $72 month and Sutter and Kaiser is free, we are

disadvantaged in hiring and retention when we freeze premium contributions that are already well in excess to those available in local Hospitals.

32. Consider expanding the County's existing Occupational Medicine Program by joining a Medical Provider Network (MPN) similar to an HMO for the treatment of work related injuries or illnesses.

CORE SERVICES

33. Eliminate non-essential tasks and programs (is Accreditation really worth the expense every 4 years?)

34. While many activities and services being funded by the County can be considered essential, "safety net" services, there are others that may be worthy and helpful, but not essential. Disbursement of County funds (either directly [e.g., via such funds as the Keller Mitigation Fund] or via contracts with CBOs) should be limited to critical services.

PROPERTY/FACILITIES

35. Fast cash: Sell Buchanan Airport, perhaps to the City of Concord. Long term investment in revenue potential: expand and develop the Airport into a sales tax generating village of stores, etc.

36. Cancel office moves/relocations unless incurred costs will be recouped within 12 months resulting in an annual cost savings.

37. Hold on new leases for office space.

38. Eliminate/reduce earthquake insurance on county buildings

39. Freeze on moving furniture and staff unless cost reducing

40. Identify and sell surplus County property.

41. Hold on building/remodeling projects not currently under construction

WORKERS COMPENSATION

42. Purchase liability and worker's comp insurance rather than self-insure. This would probably be more costly in the long term but would free up all our reserves in the short term.

43. Modify the purchasing contract procedures to suspend or eliminate the use of vendors such as Royal Office Supplies and others for office supplies and allow purchases based on market competition. Prior to these companies securing the contracts we had similar contract with CADDO. In both instances staff often found their prices were greater than what could be purchased on the open market or by using Office Depot, Office Max and other major office supply companies. While I understand the BOS and purchasing desire to use small businesses and minority owned businesses this should not be done to detriment of the County. There are small county departments (Revenue Collections) who do not have the freedom to find the best available price for the supplies we need has a negative impact on our ancillary budget. Therefore, recommending eliminating our exclusive use supply contract.

C. SUGGESTIONS THAT REQUIRE LABOR DISCUSSION AND AGREEMENT OR LEGISLATIVE ACTION

1. Cut in-home support services to serve only those patients who truly can't clean, cook, or shop for themselves. The abuses I see of this service are astounding.

2. Eliminate or discount funding life insurance programs for County and union employees (most people already have their own anyway).

3. Suspend or eliminate student worker program; have current staff take on additional work. Even though they are cheap. If permanent workers suffer take-aways through negotiations, it should be a no-brainer that there be no student hires.

4. Hire more non-engineers, instead of engineers. Many other agencies use non-engineers to perform what our engineers do here. When a deputy position opens up create a non-engineer deputy position to manage Real Property, Admin, Finance and IT. It does not make sense to be paying an engineer's salary to do what a non-engineer can do. There are other upper management positions that can also be managed by non-engineers, which the department should look into.

5. Explore possibility of using volunteers to assist with as many functions as possible.

6. Suspend COLA increases to contract employees.

7. Work with the unions on developing set performance standards for each classification and then enforce the standards. Have all supervisors and managers trained in documentation and performance coaching/counseling.

8. Reduce On-call and Call-back hours (some employees receive this perk and never work)

9. Consider selling some County Buildings with renewable leaseback and option for sellback. Custodial and maintenance function transferred to the lessor.

10. Farm out employees with seasonal work responsibilities to other divisions/departments – use staff more equitably. Example: Construction Inspectors may have more down time in winter when they could be used for conducting other types of inspections or overseeing contractors on other jobs such as trash clean up in flood control channels.

11. Require productivity standards for similar job classifications (when able) so that all programs are required to do the same level/amount of work to increase work product and therefore amount of services provided.

12. Change the firefighters work schedule to be the same as the Sheriff Deputies who work three shifts to protect residents every day of every hour and who do not have the draining outrageous overtime costs. The firefighters know just how to work it to their advantage to earn exorbitant amounts of overtime. I see it all the time and it is not fair to the County that they work the system.

13. Negotiate with labor unions to include a no strike clause, a no lay-off clause, and some unspecified language promoting ongoing worker cost saving suggestion, with a sharing of the monetary savings between workers and management.

14. Extend initial probationary period to 1 year for new hires.

15. Charge employees a monthly fee for parking in County controlled lots.

16. CCHP should research pharmacies as WalMart, Longs, CVS, etc., about offering plans for insurance like WalMart offers the general public in their $3.00 a month prescription.

NON-SALARY ITEMS

17. Freeze county share of Deferred Comp contributions.

18. Re-negotiate union contracts where possible to suspend non-salary extras, similar to a professional development fee.

19. Move to a monthly pay system (eliminate the “cash advance” option).

FURLOUGHS:

20. Shut down the county between Christmas and New Years. Very little work is done during this time. Keep only those offices open that are essential for the county to function. People should be allowed to use accruals if they have them; otherwise, the time off would be without pay. I would rather take a week of without pay than have salaries cut by 7%, thus negating all raises we have received over the past 5 years. It would take much longer than 5 years to regain any monies lost due to reducing salaries.

21. Suspend all alternative work schedules, particularly the 9-80. The 9-80 work schedule is a significant employee benefit and the county receives significantly less productivity under this plan.

22. Change work hours from 8 hour days to 9 hour days four days a week.

23. Change employees time to 10 hours a day four days a week.

24. Shorten working hours for all employees (which includes hourly, administrative, and management employees, but not including 24-hour operations) to 35 or 37.5 hours.

25. Close departments at 12 noon four days out of a month.

26. Shorten the week to a four-day workweek and close non-24 hour facilities on the fifth day.

27. Mandatory day off each month (same day for entire county) or voluntary furlough (as done several budget crisis ago). If practical, certain offices might be closed as well. Then have employee, or employees eligible for retirement, agree to have their pay for that day deducted from their paycheck and contributed to the General Fund, Hospital Fund, etc., in that way, their retirement base salary is not impacted. I understand that Sonoma County is doing this very thing.

28. If furlough or salary reduction is needed figure out way to keep final salary intact so those about to retire will not be harmed. One idea is to increase amount taken out for retirement as cost savings and not touch income levels.

29. Get rid of the VTO program that allows for full benefits and accruals for people working part time.

30. Employees forfeit 2 paid days once a month and possibly use their vacation/PTO to cover the paid days or we just forfeit those days with out pay.

31. One day a month off without pay. Please consider closing the county for a day or two a month rather than cutting positions. This is a considerable cost savings. It also leaves in tact the structure that is providing services now so that when/as things improve the structure is there to increase services again. I believe that employees are willing to make this kind of a sacrifice rather than lose jobs.

32. One non-paid furlough the day before or after one of the county holidays. The manager/employee would choose the day of non-paid furlough.

LEAVE

33. Change Volunteer Leave and Sick Leave to Paid Time Off to decrease lost productivity because of overuse of Sick Leave.

34. Every county worker volunteer to give one days work to a special county fund, either vacation, sick time or holiday. If everyone contribute this time and money could be useful. Maybe some could give 4 hours and others eight.

35. Cap sick balance to the same cap as vacation balance. When cap has been reached accruals over the cap will be awarded to the catastrophic leave bank. This will save money on how much retirees will be allowed to use to compute and draw on their retirement.

36. Cash benefit for employees using 0 sick leave.

OVERTIME/COMP TIME

37. Eliminate over-time and comp-time for all employees (including health and safety employees), and no compensation in dollars or as applied to a benefit; for example, as comp-time accruals for retirement benefits.

38. Create a maximum number of overtime hours represented employees can accrue per month/year

SALARIES AND WAGES

39. Increasing salaries significantly like +20% in exchange for offering a cut in retirement benefits. Encourage Staff to opt for a lower retirement payment bya much larger take home salary. Encouraging more independent saving for retirement with a tiered matched 401K for everyone.

40. County should offer all employees from all unions the same COLA.

41. Freeze ALL performance bonuses.

42. Eliminate Bi-lingual pay

43. Revisit some contract provisions, such as hazard pay and excessive shift differentials

44. Temporarily suspend all raises that have been granted/approved for the last 18 months and return salary to former level, excludes COLA increases.

45. Change monthly payroll deposits by at least one day. Employees with Credit Union accounts receive their funds a day early. Do not process the direct deposits or hand out paper checks until 3:00 p.m. on pay day in order to generate an extra day or two of interest in the County treasury.

HEALTH BENEFITS

46. Prorate all benefits and accruals for part-time employees. Currently pay 100% of health for employees working half time or more – should be prorated.

47. Have part-time employees pay a greater share of their health benefits to decrease the increased cost of part-time employees to make them equal to the cost of a full-time employee.

48. Change the structure of health benefits and have employees pay according to the number of members in their family that are covered. An employee covering a family consisting of 5 (husband/wife/3 children) would pay more than a family of 2 (single mom/one child).

49. Increase employee contribution to all health plans, including CCHP.

50. Start charging CCHP members for frivolous visits to ER's outside of the system.

51. Require a co-pay for employees' CCHP prescriptions.

52. Have only two health plan choices rather than three.

53. Health insurance option to fund Healthcare Spending Account.

54. Offer new hires county health insurance only.

55. Allow employees who are covered for health insurance under a spouse’s plan to choose to have a stipend paid to them instead of benefits.

56. Sliding scale for health care premiums for part time employees

WORK SCHEDULES

57. Re-evaluate the effectiveness of a 9/80 schedule. Possible options may be to have non-essential offices closed alternate Fridays with staff coming in a half day for training, meetings, etc. Would also improve staff availability and help with coverage needs

58. Absenteeism: Reduce stress in the office, allow flexibility (9/80s), and don't come to work when very sick. Apparently some people think the office will actually not function unless they are there. And, they wish to share everything, including their germs – and they do so generously, making others sick.

59. On July 8, 2008 the Contra Costa Times rand an article titled "Utah going to a 4-day workweek to save energy". It you look at that article in the archives, you will see how going to a 4 day work week would save the county thousands on some of the following: electricity, gas for company cars, days off for people who would be able to make appointments on those off days instead of taking time out of a normal workday, not to mention the savings for us commuters who don't have good access to public transit and the gas goes back up to $5.00 a gallon. There would be other savings also that I will not list here. I know that some services such as the hospitals, etc could not do that, but for the offices and workers who can, it would be wonderful. I know that if CA. and CC County is so far behind the other states in energy saving ideas that this would not be implemented here, even putting the workers on 9/80 would offer SOME savings, but obviously not as much as a full 4/10 would.

GOVERNANCE

60. Privatize the County hospital.

61. Board of Directors for Health services with a budget and authority to allocate funds according to best practice guidelines and Licensing requirements-could be answerable to BOS but not have them make decisions on Healthcare allocation which they are less equipped than Health Srvice Administration to do.

62. Create all independent fire districts.

CONTRACTING OUT

63. Outsource or contract all non-core county functions. In some cases this might require higher base pay but the county would realize savings with eliminating employee benefits.

64. Outsource Revenue Collection

65. Change state law to allow us to contract out Janitorial and Landscape services.

66. Have an outside contract perform minor services (oil, lube, filter and maybe even tire rotations and smog/smoke checks) in our maintenance yards on Fridays, evenings, or weekends. This will reduce down time for vehicles, and the cost to transport and service equipment

67. Privatize fleet services.

68. Suggest General Services to bid against outside contractors for landscape maintenance in hopes of reducing costs. Not unlike how Public Work Surveys bid by Bypass work.

69. Privatize services when that would result in savings and when legally feasible (e.g., new functions and low-risk functions. At the same time, before a contract is approved an evaluation should be made as to whether the contract work can be done by existing staff or if it is truly specialized work

requiring expert outside assistance. This requires evaluation by the department (and perhaps a written explanation) and oversight by the County Administrator's Office.

70. Investigate use of contractors, looking for long term use in lieu of staff.

71. Evaluate what services can be contracted out, for example testing of applicants, billing, accounts receivable.

WORKERS COMPENSATION

72. Be more aggressive with worker's compensation claims, including setting and sticking with time lines for claimants to become permanent and stationary.

73. Modify or eliminate the County's Workers' Compensation salary continuation plan.

74. Modify or eliminate the County's continuing pay of wages (up to 3 hours per day for the duration of the claim) if the employee must attend medical appointments for a work related injury or illness during the work day.

RETIREMENT

75. Reduce subsidy of employee contributions to CCC Employees Retirement Association.

76. One policy I see is most wasteful and is not a policy in the private sector is the way retirement benefits are calculated. It is my understanding that a county worker can be paid for all unused sick time and vacation time in the last paycheck and it results in their annual income increasing significantly and then the amount of money they receive during their retirement is increased by that amount, because their retirement is based on income of the last working year. This extra padding on the salary results in lucrative retirement packages for those individuals who work a great deal of overtime or do not take vacation. Many companies are requiring their employees to use vacation on an annual basis. This time is used to refresh and regenerate the employee. It seems to me that having a retirement program benefits employees who have served for many years, often at salaries un-commeasuring the private sector. I'd like to see the retirement continue, but at a more equitable rate directly proportional to the salary an individual earns, without the padding.

77. Implement a stronger incentive at retirement. If it's worth more at retirement, it would save a lot of money today.

78. CCC retirees should have to use CCHP and assign their Medicare to them in order to better contain coast. This is still a generous offer, and if one chooses to use other services, they would need to pay out of pocket.

79. Retirees that are on the penny plan could pay at least $5.00 a month for their benefits

HOLIDAYS

80. Give up one floating holiday a year, if unable to do due to union rules, then ask for volunteers.

81. Do away with the following holidays: Lincoln's Birthday, Admissions Day and Columbus Day. This would cut overtime costs 3 times a year. (for nurses etc)

D. SUGGESTIONS THAT ARE NOT FEASIBLE TO IMPLEMENT

1. I was inspired that yesterday President Obama capped all of his senior staff salaries at $100,000. While I do not, nor any of my colleagues make $100,000 salaries, it occurs to me that someone in a position to do so might re-evaluate some of the costly Administrative and/or Medical positions which do command exceedingly high salaries (and cap their salaries). Might this be a consideration for cost savings? Why should the civil servant be the only one asked to sacrifice in these difficult times? I believe that everyone should be held accountable to our budget crisis, and everyone should be asked to contribute to the solution.

2. Allow employees to adjust the thermostats in their areas in the buildings. It is a lot cheaper to let an employee turn up the thermostat in a room to keep that room warmer than it is to pay for the electricity for the employee to run a small heater under their desk and pay the additional PG&E to air-condition the room at the same time. It just seems silly to pay to heat and cool the room at the same time. I know that people aren't supposed to have the heaters here, but people will bring them in as long as the offices are ridiculously uncomfortable to work in.

3. With a draught coming we are longtime overdue for signs in bathrooms like the 60's(?), if it's yellow, mellow, if it's brown flush it down. Hopefully saves water bill and water!

4. Put all electronics on timers and power strips. Lights can be put on timers as well.

5. Hire no one. Redeploy existing staff as necessary to accommodate retirements and other departures.

6. Impose a temporary moratorium on new hires and on replacing employees who have left County employment.

7. Create a spending over-site committee to ensure the tax money we spend is utilized properly. It seems to me a lot of money is wasted on unnecessary purchases and many employees conduct themselves as if county money is a never ending well. A committee poking their nose into everything may prevent this. As long as you allow them access to everything.

8. Add GPS to county issued cell phones to track employee whereabouts.

9. Before a contract for outside legal services to a department is approved, the County Administrator's Office should consult with County Counsel to determine whether the work can be done by County Counsel or whether it needs to be done by the outside attorney. Ordinarily, the same work can be done more inexpensively by County Counsel. Legal contracts should be prepared and administered by County Counsel. The monthly billings should be sent to County Counsel for review and approval, and then forwarded to the department to be paid. When departments are allowed to hire their "own" attorneys, they tend to call them for all kinds of miscellaneous advice that they should be referring to County Counsel. Monitoring of the billing enables us to determine whether this is happening. When this does occur, County Counsel would advise the Deputy County Administrator assigned to the department. The County Administrator's Office could then take action to stop the practice.

10. Do not bring retirees back on contract. This is “double dipping” so to speak. Not only do they get their retirement check with benefits but they also get top step on their past classification with 5% additional pay in lieu of benefits. This is insane. There is ZERO excuse in not filing positions with a person within the unit or on the promotional list. This is just another case of wasted tax payer money and as a tax payer of this County and a County employee this practice needs to stop.

11. I am not an accountant, so I can't speak to the cost savings, but a lot of companies that are having budget problems seem to send off senior people with golden parachutes. I wouldn't be surprised if there were some managers here that would be willing to leave with the right parachute package. Encourage early retirement on a voluntary basis. There must be some precedence for this, with some incentives. With any retirements, idea above will take effect.

12. Offer some golden handshakes for employees with 30+ years. (Service time and/or age).

13. Golden handshakes for early Retirement. (For people with five years or less to retire.)

14. Merge Treasurer and Auditor.

15. Merge Clerk-Recorder and Assessor.

16. Decentralize the Department of Information and Technology (DoIT). Allow the individual departments in the County to manage their Information Technology either through existing department staff or by contract as each department determines. Consolidate all IT services and budget these services from one central organization.

17. A voluntary work reduction program, in which employees can opt for one day off without pay during a pay period but maintain full time benefits and accruals. Santa Clara County offers this type of program.

18. Encourage voluntary time off without pay up to some percentage of time, while keeping benefits. Maybe require supervisor or department head approval.

19. Request 'volunteers' to 'donate' some of their sick leave/vacation to the fund. I, for one, would be willing to do this.

20. Ask all employees making over $20.00 per hour ($40,000. per year) to take a temporary 5% pay cut.

21. Pay cut: 10% for those who gross over $80,000; 5% for those who gross $40,000 to $79,000; 3% for those who gross less than $40,000. Everyone takes the pay cut from BOS to lowest paid worker. No exceptions. This will end in 4 years when everyone will have pay restored to the level they are at today. No retroactive pay, etc., etc.,

22. Eliminate long term workers compensation employees. Get then off the books.

ATTACHMENT E

EMPLOYMENT AND HUMAN SERVICES DEPARTMENT
2008-2009 COST SAVINGS SUGGESTIONS

Summary

The Employment and Human Services Department has solicited and reviewed almost 400 "cost savings suggestions" from its employees. To date, 31 of these have been implemented in full or part. Another 39 are under serious consideration. Over $621,000 in savings has been realized in the current fiscal year and were factored into the reductions the Department has taken to date. An additional $132,000 is projected to be realized from adoption, most of this also in the current fiscal year.

Background

In October of 2008, EHSD agreed to a recommendation from its five labor organizations to form a joint "Labor-Management Cost Savings Task Force" as part of a strategy to prepare for pending budget cuts. The goal of the task force was to solicit suggestions from staff that would either reduce costs or increase the efficiency of work processes. A "Zoomerang" survey was sent out to all 1,700 of the department's employees soliciting their suggestions. Almost 400 specific suggestions were received. The Task Force reviewed them and identified which ones merited further examination. Department managers reviewed the feasibility as well as cost savings or workload savings potential of those the Task Force identified. Several had already been implemented, and others were implemented as part of the December budget reductions which the Department took.

To date, 31 of the suggestions have been implemented in full or part. Another 39 are under serious consideration. Over $621,000 in savings have been realized in the current fiscal year and were factored into the reductions the Department has already taken. An additional $132,000 in savings are projected to be realized from adoption of the others, most of this also in the current fiscal year. Although some of the suggestions would only yield one-time savings, continuation of the practices suggested by some of the others will yield additional cost savings in the 09-10 Fiscal Year and beyond. The Task Force continues to meet to review the status of implementation of adopted suggestions and suggestions still under study. Task Force members also continue to propose additional cost savings ideas to explore.

The suggestions that have been accepted for adoption for which specific cost savings have been identified are summarized below. Following this list is a sample of some of the other suggestions which have been adopted for which there is as yet no cost savings estimate or are still under study. In addition, Department managers have also implemented a number of additional projects to reduce costs, maximize state and federal revenue, or improve the efficiency of work processes. Some of these are listed at the end.

Adopted Costs Savings Suggestions
Savings Identified

Suggestion	**Savings Already Taken**	**Additional Savings to be Taken**
Reduce janitorial services by 10% including reduction in grounds maintenance.	$117,090	
Discontinue client newsletter: "Opportunity Knocking"	$60,000	
Eliminate the "General Assistance Hearing Officer" – transfer this responsibility to the G.A. Supervisors	$90,058	
Eliminate county general funds from the contract for the "Welcome Home Baby" program [still receives First Five and Medi-Cal funds].	$316,908	
Eliminate the "CalWIN" Help Desk Unit	$37,000	
Prohibit overnight travel to out of county conferences unless cost is totally covered by non-county funds and there is a funder requirement or critical business reason.		$24,000
Use recycled ink cartridges for printers.		$30,000
Reduce IT Capital Projects and associated overtime		$49,000
Solicit voluntary furloughs – 771 voluntary furlough hours were actually taken in December and January		$23,000
Change the default margins on Word Documents from 1.25" to 1" [illustrated on this document].		$5,000
Eliminate staff recognition events-"Breakfast at Joe's"		$1,500
TOTAL	**$621,056**	**$132,500**

Adopted Costs Savings Suggestions
Savings Not Yet Identified

Review cell phone and Blackberry usage. Assign cell phones and Blackberries only to those staff for which there is a demonstrated business need.
Implement an automated recording for clients calling the offices that would let clients know when the office is closed and provide them with information on the correct number to call for various services.
Maximize the use of the Department's "Polycom" remote broadcasting Equipment" for both training and meetings.
Continue to accept requests for voluntary furloughs.
Replace fleet vehicles with hybrid vehicles [will occur as vehicles come up for replacement].
Check the irrigation system at 1650 Cavallo Road in Antioch.

Examples of Cost Savings Suggestions Under Consideration

- Make the default printer setting for all documents two-sided. Although this can't be done with many of the prescribed state forms we use, all staff have been encouraged to use 2-sided printing whenever possible.
- Recycle unused forms in the intake packets for public assistance applications.
- Create a web portal so clients can access forms on-line.
- Create a work room for Social Workers at Juvenile Court so that they can work on other tasks while waiting for their case to come up. We're currently exploring assigning them lap tops so they can do other work while waiting.
- Stop buying individual desk printers. Require all users to print to network printers.
- Be more aggressive in pricing out contracts. Compare fees paid by non-government agencies.
- Establish one phone number for client complaints.

Management Initiated Business Improvement Projects

- Provide intensive training to all supervisors and staff on using the appropriate codes to record those activities that qualify for maximum state and federal funding [completed].
- Upgrade the department's phone system so that clients can access information about their benefits through an Interactive Voice Response system.
- Review the reception processes in EHSD offices to identify changes in procedures that will better handle the increasingly larger numbers of persons coming in to apply for assistance. Preliminary research has already been conducted looking at some of the systems which the Department of Motor Vehicles has put in place
- Maximize the use of the increased Medi-Cal allocation to add positions which can be fully funded from this allocation.
- Improve the review of Foster Care Eligibility determinations to ensure all foster children eligible for federal reimbursement are identified.
- Integrate "General Assistance" staff with CalWorks staff to provide more flexibility in backing up application processing tasks.
- Explore the feasibility of sending CalWIN print jobs directly to the department's electronic document management system – CaseStars – so that documents don't have to be first printed out then manually scanned into CaseStars.

ATTACHMENT F

HEALTH SERVICES DEPARTMENT
EMPLOYEE COST SAVINGS SUGGESTIONS

Employees from the Health Services Department have submitted 1,135 ideas as of February 11, 2009 and more come in every day. Every suggestion is being evaluated for possible cost savings. A number of these suggestions have already been implemented, and many more are under review for possible implementation. The campaign ends February 14.

Here is what is happening to some of those suggestions.

Immediate Implementation

Because there is great urgency to the County's financial situation, the Health Services Director is acting to take immediate action on the following:

- Beginning with the March issue of the Director's Report, virtually all printed copies of the publication will be discontinued. It will still be available online at cchealth.org and some small quantities will be available for those who don't have access to a computer. That should save close to $10,000 annually.

- All Division Directors and Program managers have been asked to look closely at the systems they have in place for ordering supplies, equipment, furniture and other items. They have been reminded to use the most cost effective purchasing strategies, keeping acquisitions to a minimum and ensuring that there are controls over how supplies are being used.

- Consistent with a directive issued by the County Administrator (CAO) in December, there will be no county funds spent for food or beverages, including water, at county meetings. Purchase orders will be rejected for those items if they are bought with County funds and there is no prior approval from the CAO's office.

- All out-of-county travel and **expenses related to conferences** must be approved by the Health Services Director and will not be authorized unless there is special grant or other funding available to cover the costs. Teleconferencing will be used wherever possible to attend meetings out of county.

- A review of areas such as cell phones, Blackberries, pagers and county vehicles has been ordered to ensure that they are properly assigned and that the county costs are appropriate.

- The Health Services Personnel Director will be issuing a bulletin to supervisors and managers highlighting their responsibilities for cost containment.

- HSD has posted many ideas on their intranet site, including a list of things employees themselves can do to reduce expenses, including printing double sided, turning out lights etc.

ATTACHMENT F

Streamlining Operations

Many HSD employees submitted ideas about how to streamline operations as well as to reduce costs. Some of the ideas included consolidating positions, utilizing staff more effectively, acquiring software at no cost, saving energy and more. Division Directors and program managers are reviewing all those ideas. Some other ideas will no doubt be implemented soon because many of the Division Directors have commented, “this is a good idea,” “we will look into this immediately.” Others will take longer to analyze – sometimes the cost of improving a process will be beyond what can be paid for now.